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NEWS SUMMARY

GENERAL

Cambodia Equities up 4.9%
Gold falls \$1½

Vietnam appears to be consolidating its position in Cambodia and yesterday it announced an eight-man revolutionary council to administer the country.

The announcement came from the capital, Phnom Penh, which fell on Sunday following a 14-day assault by 100,000 Vietnamese troops.

It is thought that a new national government will emerge until the Vietnamese have won control of the remaining Khmer Rouge strongholds. Premier Pol Pot and most of the Khmer Rouge leadership appear to have escaped the Vietnamese onslaught and the first Chinese technicians to evacuate Phnom Penh have arrived at the Thailand border. Back Page 3. Editorial comment, Page 14.

Iran revising arms contracts

Iran's new Prime Minister told the Financial Times that all current and future military contracts would be revised and the defence priority would be to defend our borders only. The contracts are worth about \$10bn. Back and Page 4.

Plea to Owen

Foreign Secretary David Owen has been urged to raise in the UN the need for more small-scale laboratories to be closed down. The call comes from Labour MP Doug Hodge, who is president of ASTMS, the union which leaked the controversial report on the Birmingham out-break.

Nobody loses

The annual post-Christmas ratings argument among TV companies was joined by the BBC, who claim a majority audience for each of the three main stations. Thames Television had earlier claimed a clean sweep for ITV.

Hearing off

A Los Angeles extradition hearing against Gerald Caplan, former chairman of London and County Securities, was postponed until Thursday because the judge wants more time to study papers. Caplan is alleged to have stolen \$24m.

Rhodesia raid

Patriotic Front guerrillas said they had destroyed an ammunition dump in northern Rhodesia, killing 19 soldiers and wounding 13.

Soviet pressure

The Soviet Union is believed to be putting pressure on Italy's minority government in an attempt to stop Italian arms manufacturers selling to China.

Bargemen fight

As the strike by Dutch bargemen entered its second week, police broke up scuffles between strikers and non-strikers on the Rotterdam shipping exchange.

Paper talks

Leaders of 9,000 provincial journalists met their employers for the first time since their strike began on December 4.

Briefly

Bomb blast badly damaged a star factory in Corfu.

Son of Rudolf Hess, Hitler's former deputy, appealed to Western leaders to have his father released from Spandau jail.

Trial of former Baader-Meinhof gang lawyer was delayed in Stuttgart because the chief judge is ill.

Englishman who taught in Italy and an Australian tourist died when their car plunged into a canal near Asignon, France.

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CHIEF PRICE CHANGES YESTERDAY

(Prices in pence unless otherwise indicated)

RISKS	Munich	216 + 7
Excheq. Spt. '72	220 - 4	109 + 8
Barclays Bank	235 + 7	88 + 7
Barr. (A.G.)	32 - 6	128 + 4
Brown (J.)	376 + 8	208 + 9
Burnett Hilliard	235 + 7	267 + 7
Costain-Drd.	145 + 4	276 + 8
County and District	132 + 7	34 + 51
First Nat. Finance	8 - 1	437 + 92
GEC	332 + 6	123 + 11
Gt. Portland Ests.	224 + 8	205 + 10
Guinness (A.)	171 - 6	205 + 20
Haggas (J.)	202 + 14	220 + 5
Johnson Cr. Chsr.	118 + 7	45 + 4
Land Secs.	238 + 5	116 + 7
Longton Transport	73 - 7	7
MRI Furniture	182 - 13	117 - 3
Mang. Agency Music	115 - 3	92 - 4
Manganese Bronze	73 - 7	74 - 7
Marlborough	234 + 2	74 - 7
FALLS	117 - 3	
Hogg Robinson	117 - 3	
Negrini and Zambra	92 - 4	
Reinmar	74 - 7	

Petrol threat ends as Shell and Esso men accept 13-15%

BY NICK GARNETT, LABOUR STAFF

The threat of a highly damaging national tanker drivers' strike ended yesterday when drivers and depot workers at two of the big five oil companies accepted pay offers worth 13 to 15 per cent.

Leaders of drivers at Esso and Shell, which together supply about 40 per cent of the oil and petrol market, told the companies yesterday that their offers, not linked to higher productivity, were acceptable.

British Petroleum hopes its drivers will accept a similar offer today. Mobil may follow suit on Friday. This would isolate the 1,100 drivers and ancillary workers at Texaco, who are on strike after rejecting an offer also worth up to 15 per cent.

It would pave the way for the same form of guideline-breach deal for drivers at the second-tier oil companies. Esso has already settled at the same level as Shell and Esso.

Picketing by Texaco drivers and unofficial action by some employed at BP depots has resulted in critical shortages of fuel, particularly in Ulster, Manchester and the North-West, with some industrial production affected.

The Cabinet's general committee, chaired by Mr. Merlyn Rees, the Home Secretary, considered detailed reports on the effect of the dispute, and of the haulage strike, on supplies to industry, shops and garages.

It meets again today for a further review of the situation.

The Cabinet committee responsible for pay, under Mr. Denis Healey, also met yesterday to review the impact of recent settlements on Government policy.

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EUROPEAN NEWS

WEST GERMAN STEEL SETTLEMENT

Normal working resumes this week

BY ADRIAN DICKS IN BONN

WEST GERMANY'S steel industry is preparing to return to normal working on Thursday, now that both the employers and the steelworkers' union, IG-Metall, are confident that last weekend's provisional settlement of their six-week dispute will be approved by rank-and-file workers.

Balotting of the IG-Metall membership began last night, after the union's wage bargaining council had accepted the settlement by 87 votes to 38. Both Herr Eugen Loderer, the IG-Metall president, and Herr Kurt Herb, the strike leader, publicly endorsed the deal.

Meanwhile the steel employers' federation formally accepted the compromise last night and announced that it would lift, from this afternoon, the lock-out which has hit some 30,000 of the total of 100,000 workers affected by the strike.

The size of the vote against

the settlement appears to

indicate that more than a few hot heads remain in favour of a hard line to achieve a 35-hour week, and would have been prepared to continue the strike.

However, only 25 per cent of the IG-Metall membership in the three regions of the North Rhine-Westphalia, Bremen and Osnabrück need accept the deal for it to come into force.

Opinion polls and Press reports bear out the employers' claim that far more than a quarter of the steelworkers would, in fact, have voted to end the strike before now if they had been given the chance.

Immediately after the compromise was reached early on Sunday, IG-Metall and the employers agreed to step up the numbers of the skeleton crews who have been keeping the blast furnaces running at minimum operating temperatures. As a result, a return to normal pro-

duction should prove relatively smooth.

Spokesmen for the motor industry and for other big steel customers were hoping yesterday that they could now cancel the precautionary notices of short-time working posted last week.

Volkswagen, BMW, Daimler-Benz and other large engineering companies had said that they would have to curtail operations from early next week if the steel stoppage continued.

Herr Toni Schnecker, chairman of Volkswagen, said in an interview that the company had not sought steel supplies from other European sources on any substantial scale. He said such a step might have weakened severely the German steel industry, since contracts abroad would have had to be concluded for a relatively long period.

Such a shrinking of the German steel industry's markets

would have led to further job losses among people who might otherwise be VW customers, Herr Schnecker told Der Spiegel, the weekly news magazine.

Meanwhile both sides are seeking to present themselves as the victors. The employers have won confirmation that the 40-hour week remains the norm for the industry, and can present the additional free shifts and extra annual holiday given away as peculiar to the steel industry. It will thus be possible for the engineering industry, which is next to bargain with IG-Metall and which consists of many of the same companies, to claim that no precedent has been set.

IG-Metall is claiming that the extra free shifts for night-workers and for men over 50 are, on the contrary, a first step towards a 35-hour week in the steel industry.

\$ weakness linked to Iran crisis

By David Marsh in Basle

CENTRAL BANKERS from the major industrialised countries meeting at their monthly session here yesterday expressed concern over the effects on the dollar of the political uncertainty in Iran, which was partly responsible for the currency's weakness at the start of the New Year.

According to a high-ranking central banker, however, there is general confidence that the dollar will gain ground once the underlying improvement in the U.S. balance-of-payments asserts itself on foreign exchange markets.

Major central banks have been intervening fairly actively to stabilise the dollar this year, although the purchases slacked off significantly towards the end of last week, as the dollar started to firm of its own accord.

The central bankers were gathering here for their regular exchange of views at the Bank for International Settlements (BIS).

Also taking part in some discussions were central bankers from the East European Comecon countries, except the Soviet Union and East Germany. This is part of informal consultations between Eastern and Western central banks which take place here every six months or so. Most of the East European central banks are shareholders in the BIS.

The bankers' discussion on Iran were on a general level only. There is no dispute over the volume of Euro currency lending to Iran by commercial banks, which is viewed as a matter for private sector rather than central banks.

The central bankers also reviewed the unresolved technical aspects of the European Monetary System (EMS), the introduction of which has been held up by an EEC dispute over agricultural policy.

One of these unsolved questions is believed to be the exact valuation of countries' gold reserves, which will be used to help set up an expanded EEC credit mechanism. It is not certain whether EEC central bank governors meeting here separately will be able to resolve this issue, which is treated as being of relatively minor importance.

The central bankers agreed that whatever the progress on the technical level, the EMS can proceed only when EEC politicians resolve the agricultural dispute.

Danish party election

By Hilary Barnes in Copenhagen

THE Social Democratic group in the Danish Parliament yesterday elected Mr. Karl Hjortnaes, a former Minister of Justice, as its deputy chairman.

The vacancy arose when Mrs. Dorte Bennedsen was made Minister of Education, following the dismissal of her predecessor, Mrs. Ritt Bjerregaard, who was held by the Prime Minister to have incurred excessive expenditure when attending a UNESCO conference in Paris in October.

Patronat caution on larger EEC

By David White in Paris

FRENCH PRIVATE industry is in favour of Greece, Portugal and Spain joining the EEC, but the Patronat, France's employers' federation, has important reservations to make, especially about the transitional periods prior to full membership and trading conditions for industrial goods.

A position paper published by the federation at the weekend warns that "French industry is little disposed to carry the cost of the bargaining that might result from concessions obtained by France in the agricultural sphere."

Enlargement of the EEC, it says, would entail significant problems for French industry, and it urges French and EEC negotiators to give industrial questions as much weight as farm issues.

The Patronat gives its backing to the membership of the three countries both on the economic grounds of harmonising competition and opening markets, and on the political grounds of reinforcing the southern part of the EEC.

But the paper calls for each application to be considered separately. Coming as it does just before the opening of formal talks for the entry of Spain, potentially the most problematic case for France, this means that French employers are not prepared to let Greece set a precedent for entry terms.

In the case of Greece, it says, the entry transition period must not exceed five years, warning that Greek exporters have certain advantages which could in the long term threaten some French industries.

As far as Spain is concerned, most French industrial sectors favour as short a transition period as possible. But exceptions are called for, particularly in the case of motor vehicles and some food sectors.

Portugal, the Patronat says, requires a more gradual transition than Greece, since low wage costs in Portuguese factories present a danger to certain French competitors.

Ways must be found of supervising the import of "sensitive"

U.S. export finance demand

By Terry Dodsworth in Paris

THE U.S. is ready to introduce a formal system of export finance subsidies if the EEC does not produce satisfactory guarantees of "realistic" interest rates among member states this week.

Mr. Gary Hufbauer, deputy assistant secretary at the U.S. Treasury, said in Paris yesterday that the U.S. was hoping for a positive response from the EEC at the next OECD working party discussions on export finance later this week.

President Carter was due to report to Congress on January 15 on the success of the negotiations. If they were not successful it was likely that the U.S. would be forced to enlarge further the scope of its own export-import programmes.

Mr. Hufbauer said the U.S. was already matching financial packages offered overseas on a

case-by-case basis, giving interest rates as low as 4 or 5 per cent. "But what I am speaking of now would be very much larger."

He made clear that the main thrust of the U.S. attack on interest rates offered in Western Europe was against individual countries rather than the EEC secretariat.

The Brussels authorities, he indicated, were sympathetic to the U.S. position, but found difficulty in persuading member countries to change their attitudes.

The U.S. proposals call for a new OECD agreement to introduce "more realistic" interest rates and better "discipline" in sectors which are excluded from the present arrangements, such as aircraft, nuclear power-stations, ships and agriculture.

He said European anxiety about access to the U.S. aircraft market was less of an issue, since there was a growing realisation that European equipment could be sold in the U.S.

Attack on European drug prices

By Giles Merritt in Brussels

EUROPEAN DRUG manufacturers have been accused of setting their prices in different EEC countries on the basis of what the market will bear. The charge came in a special report on the industry by the Brussels-based BEUC.

BEUC, which links consumers' organisations throughout the Nine, concludes unequivocally at the end of its 158-page study that pricing anomalies do not reflect research costs or exchange rate differences. "The large differences found in the prices of pharmaceutical products in European countries are direct con-

firms that the drug oligopolies are able to use their exceptional powers to set prices," it says.

The report adds: "Clearly the drug companies set the prices which they think the market will bear."

Publication of the BEUC study comes at a time of growing concern over the pricing policies of the major pharmaceutical manufacturers. Last June the matter was raised in the European Parliament, when a case was cited of a cortisone-based drug that is twice as expensive in West Germany as in Switzerland.

In mid-October, the EEC

Commission announced that it was undertaking a study of the situation, and is expected to submit detailed proposals for ironing out drug price anomalies to the European Council in 1980-81.

The BEUC report makes plain, however, that pharmaceutical prices depend largely on controls exercised by national governments usually through health insurance schemes. For that reason, prices are considerably lower in the UK, France and Italy than in West Germany, the Netherlands or Denmark, where price control is either ineffective or non-existent.

Continuing bad weather has pre-

Hungary tightens border controls

By Leslie Collett in Berlin

HUNGARY, which has become the first Warsaw Pact country to abolish visa requirements with an adjoining Western country — Austria — has had to tighten its border surveillance at the request of East Germany and Czechoslovakia which are concerned about their citizens escaping to the West.

On January 1, Hungary and Austria abolished visas for their citizens entering each others' countries. Up until then, only Poland, among Warsaw Pact countries, and Sweden had abolished visas. But these two countries are separated by the Baltic Sea while Austria and Hungary share a 200-mile-long border.

Months in advance of the introduction of simplified border passage for Hungarians and Austrians, both East German and Czechoslovak security officials met their Hungarian counterparts, it has been disclosed here.

The East Germans and Czechs said they were concerned that some of their citizens might be tempted to make illegal border crossings," that is, fleeing to Austria.

They were told by officials in Budapest that abolishing the visa did not mean Hungary was relaxing its vigilance at the frontier.

The East German and Czechoslovak Governments are nervous because in recent years a growing number of their citizens have attempted escapes through Hungary although most have been caught by Hungarian border guards.

This time, however, East Berlin and Prague were reported to have felt that easing of visa requirements could lead to more escape attempts by the millions of Czechs and the hundreds of thousands of East Germans who visit Hungary each year.

Rather than risk a controversy with its more restrictive Warsaw Pact neighbours, Hungary has pledged to step up border patrols and to see that no loopholes arise in the passport controls at its frontier crossings to Hungary, through which East Germans or Czechs might slip.

Ironically, Hungary has simultaneously issued regulations which make it even more difficult for its authorities to refuse Hungarian citizen a passport valid for travel to the West.

Hungary leads all Communist countries in the number of its citizens — more than a million

— of all ages who travel to the West each year. Only a very small percentage of them fail to return.

Some 3.5m East Germans visit West Germany annually, but they are all pensioners. East Germans and Czechs under retirement age are seldom allowed to the West.

The lesson is that Herr Ertl is

a highly successful minister by his farmers (their "guardian angel" he once called himself) and is not considered unsuccessful by his consumers. The latter virtue may appear odd to those who compared high food prices within the Community with world market prices. But then it is no secret that he has, at times, come close to stepping down.

One domestic crisis particularly worth recall came in 1974 when the new Chancellor, Helmut Schmidt, had taken office thirsting for reform of what he called the "massive misguidance of economic resources" of the CAP. The Cabinet at first failed to accept farm price decisions agreed by the SPD with Willy Brandt.

Instead he chose the FDP and has been a key factor in enabling the party in Bavaria to keep above the five per cent level of voter support needed for parliamentary representation, despite dire warnings from the pundits about political oblivion.

Further, and this needs stressing in the European context, Herr Ertl is seen as a highly successful minister by his farmers (their "guardian angel" he once called himself) and is not considered unsuccessful by his consumers. The latter virtue may appear odd to those who compared high food prices within the Community with world market prices. But then it is no secret that he has, at times, come close to stepping down.

The lesson is that Herr Ertl is a powerful man because he has a key role in a small-party (7.9 per cent of the vote at the last general election) essential to the Government majority.

He is an individualist not just as a relative conservative among liberals at national level but, on his home ground of Bavaria, as a liberal in a sea of conservatism.

According to an expert's report last year, seem grossly under



French demands for the reform of the way the Common Agricultural Policy is financed have run up against the doughty obstacle of Josef Ertl (above), the German Farm Minister—not for the first time; Jonathan Carr in Bonn explains why this Bavarian Free Democrat pulls such political weight.

The German farmer's guardian angel

taxed. But it is an uphill task. Herr Ertl has presided over a phase of structural change in which farmers have become fewer, holdings have become bigger, productivity has sharply increased and agricultural exports have flourished. West German farmers representatives are inclined to ask plaintively whether one must penalise success?

Part of the trouble is that this

"success" has become rather too obvious to others — most clearly in the large stocks of surplus dairy produce on West German soil (admittedly not all of it produced domestically). Herr Ertl has stoutly defended the maintenance of at least some elements of the system of Monetary Compensation Amounts (MCAs) in the Community agriculture trade, on grounds his farmers should not be forced to receive lower prices just because domestic inflation is low and the D-mark is constantly revalued.

But the combination of high guaranteed prices for agricultural products and relatively low input costs thanks to a strong national currency, is giving West German farmers an advantage which is expected even a few years ago.

This is the core of the argument with the French who have demanded a timetable for phasing out MCAs and have held up introduction of the European Monetary System (EMS) until they receive satisfaction.

Herr Ertl has bluntly stated that he could not accept both an early cut in MCAs and a freeze on some farm prices as the European Commission suggested, since this would mean a reduction in real income for his farmers.

It looks like a case of the irresistible force and an immovable object. But then it has often done so over Herr Ertl's decade of office. Without compromise there will apparently be no monetary system, and without that there will be no progress towards an economic and monetary union without which, according to Herr Ertl, the CAP will remain a body without a head — with all that implies by way of senselessness.

BANTRY BAY DISASTER

Oil terminal at low ebb

By Kevin Done, ENERGY CORRESPONDENT

GULF OIL'S trans-shipment terminal at Bantry Bay, Ireland, was brought into operation in 1968 as part of the company's response to the rapid growth in the size of crude oil tankers.

By 1974 it was operating at peak capacity of more than 450,000 barrels of crude oil a day. But the company planners had reckoned without the dramatic effect both of the OPEC oil price increases on world trade, and of the discovery of oil nearer home in the North Sea.

Continuing bad weather has prevented this work being undertaken outside territorial waters, but the Portuguese Admiralty officials in an attempt to find out whether or not the tanker would be allowed closer to the Portuguese mainland to off-load some of the crude oil still on board before repairs could begin.

By last year, the terminal, which has a storage capacity of 15 million tonnes of crude oil, was operating at only 25 per cent of capacity. It has been used in the past by several other medium-sized oil companies for crude storage, but recently depressed oil trading conditions have restricted the terminal's use almost exclusively to meeting Gulf's own demands.

The storage of crude at Bantry Bay by other oil companies is virtually limited to

smaller vessels for transportation to refineries. Two other terminals were built in Nova Scotia and in Japan.

Bantry Bay was built to receive the biggest tankers up to 500,000 tons dwt — from the Middle East but the concept could now be reversed with the discovery of oil in the North Sea. Gulf considers that the terminal is ideally suited to handle North Sea crude, so it could play a significant new role in an oil east to west across the Atlantic.

Gulf has a share in several North Sea oilfields, including Dunlin, Statfjord, Thistle, Hutton and Murchison, although much of this production is scheduled to flow to the Sullom Voe oil terminal in the Shetland Islands.

The crude oil currently transhipped into smaller tankers at Bantry Bay is used at the company's refineries at Milford Haven in South Wales, Stenaes in Denmark, and to a lesser extent at Rotterdam in Holland.

THE MIDDLE EAST

Syria and Iraq reach oil agreement

Former S. African information chief's property seized

BY QUENTIN SEE IN JOHANNESBURG

GOVERNMENT officials have seized the title deeds to properties owned by Dr. Rachel Rhodde, the former South African Secretary of Information, who has left the country and disappeared since being interviewed in connection with the alleged misappropriation of public money in his former department.

The move was disclosed by Mr. Jimmy Kruger, the Minister of Police, and confirmed by Dr. Rhodde's wife, Katie. It follows weeks of speculation here over the whereabouts of the former top civil servant, whose South African passport was withdrawn in early December.

A Johannesburg newspaper, *Pebel*, reported yesterday that the Government had recovered money from private bank accounts outside South Africa which had come from the secret funds of the Information Department. The money included some £2m (\$2.5m) profit.

Oil workers leave Iran

BY SIMON HENDERSON IN TEHRAN

THE CARETAKER group of expatriate oil workers looking after the interests of the Western oil consortium have been evacuated because of fears for their safety.

They were no longer needed while anti-Shah strikes were keeping oil production low. The 65 people, mostly Americans but including some Britons, were flown from Abadan, the refinery town on the Gulf, to Athens by chartered aircraft on Sunday and yesterday.

The employees were the only expatriates who stayed in Ahwaz, the main oil town, when 1,300 other staff and dependents were evacuated in the last week of December, after the assassination of Mr. Paul Grimm, the Americas production manager, and intensified anti-Shah action by Iranian oil workers.

Their loss will halt exploration and schemes for secondary recovery of oil, including gas injection. Only four expatriates, based in Tehran, are still working for the Oil Service Company of Iran (Osci), the consortium which produces most of Iran's oil on a service contract. Some Iranian employees are still at work, but yesterday's production was only

Chinese fist-shaking unlikely to end in war

BY JOHN HOFFMANN IN PEKING

CHINA'S RELATIONS with Vietnam and, by proxy, with the Soviet Union, have sunk to a new low point with the Vietnamese defeat of Cambodia. But whether the hostility will remain a war of words or escalate to armed conflict is far from clear.

There is no doubt that the Chinese fist is being shaken more vigorously than ever at the Hanoi régime. Reports of troop movements near the Sino-Vietnam border indicate that military activity has been increased. But no diplomatic observer in Peking will risk predicting more than the customary verbal sniping that has characterised relations between the two states.

The outbreak of a real war between China and Vietnam still seems a remote possibility. Opposition MPs are trying to halt the sale of a printing press bought by the Citizen newspaper, which was established by the Information Department with its secret funds. They claim that the press is being sold for less than half its true value to a pro-Government publishing company.

The activities of Dr. Rhodde's former department, including the spending of secret funds totalling some R£4m (£7.85m), on efforts to have further political repercussions here.

Opposition MPs are trying to

interfere with the primary Chinese objectives of modernising industry and agriculture.

An open war with Vietnam would on past Chinese definitions involve the Soviet Union ("Vietnam is the pawn of the Soviet Union—the Cuba of South-east Asia").

The Chinese leadership is resigned to a major war with the Soviet Union but has been convinced that it could be fought by someone else—specifically the U.S.

However, China is a nation that has never gladly suffered loss of face, and the news from other South-east Asian capitals last night that not only Phnom Penh but virtually the whole of Cambodia had fallen to the Vietnamese will present Peking with a decision of conscience.

The Chinese

leadership has pledged support for the Government headed by Pol Pot and that may be a costly pledge to redeem.

Tourists who reached Peking three days ago after visiting

troubled border region which has generated a long tally of complaints and counter-charges between China and Vietnam of territorial incursions and armed attacks.

It is possible that the arms moving south are simply segments of the garrisons formerly stationed on the Fujian (Fukien) coast—no longer needed there since China called a stop to the bombardment of Taiwanese-held offshore islands on New Year's Day. But the increasing vehemence of Chinese propaganda against Vietnam suggests that Peking has decided to flex a little more muscle on its southern border.

Prince Sihanouk told a press conference here that China was studying ways of providing Cambodian resistance fighters with its southern border.

"I do not know exactly where my Government is, so I don't know in what capacity I shall be going. However, it was told a few minutes ago that Pol Pot and Ieng Sary are safe and in good shape."

THE INDO-CHINA CONFLICT

Thai dilemma over invasion

BY RICHARD NATIONS IN BANGKOK

GENERAL Kriangsak Chomphuwan, Thailand's Prime Minister, denied yesterday that the armed forces were on special alert because of the invasion of neighbouring Cambodia. In a broadcast on Sunday night, he advised the nation that there was no cause for panic, but he warned that the Vietnamese "should not cross the Mekong and threaten our national security."

The invasion has put Thailand in a dilemma. So far the Thai military has apparently refused to consider support for a Khmer Rouge insurgency aimed at recapturing the capital. Even if the Cambodian leadership is intact and Pol Pot can rally the population against the Vietnamese—which many observers here doubt—there remain overwhelming problems of supply. The Khmer Rouge's only ally, China, has no common border with Cambodia and would have to transport goods through Thailand.

Thai collusion with Peking and the rump of the Khmer Rouge would bring Bangkok into direct confrontation with Vietnamese policy in Cambodia. But whether it is preferable to allow Vietnamese divisions to take up positions on the Thai-Cambodian border—a development which threatens to provoke considerable domestic instability—is a question the Thais probably will not decide on until they see how quick

in the western border provinces disintegrates entirely. As yet, this appears not to have happened, though, despite the front's claims that it has "seized vast rural areas and cities throughout the country."

Wong Sulong adds from Kuala Lumpur: Malaysian leaders have not publicly commented on events in Cambodia, but they are as concerned as their ASEAN partners over the pro-Vietnamese takeover of Phnom Penh.

Malaysia's silence is a reflection of its desire not to jeopardise its rather warm relationship with Hanoi. At the same time, however, doubts are cast on Hanoi's protestations of peace and friendship with its neighbours.

The goodwill created by Mr. Pham Van Dong, the Vietnamese Prime Minister, during his recent trip to Kuala Lumpur was largely dissipated by Hanoi's policy on the refugees leaving Vietnam.

Nevertheless, Malaysia, with its large Chinese population, sees Hanoi as a useful balance to Peking's influence in the region. How Malaysia would react to events in Indochina would depend largely on how Thailand adjusts to the new situation.

Both Malaysia and Singapore consider Thailand as the key to their own security, and Bangkok's reaction would have a direct bearing on Malaysian and Singaporean attitudes on regional security.

Phnom Penh's fall pleases Soviet Union

By Anthony Robinson, East Europe Correspondent

THE SOVIET UNION yesterday signalled its satisfaction with the fall of Phnom Penh. The news was covered on the front pages of Pravda, the official party newspaper, and other newspapers.

Foreign news is rarely published on the front pages of official Soviet newspapers, and even news of the fall of Saigon to Communist troops in 1975 was relegated to the top of page five, the page normally dedicated to international news.

Such a break with precedent could only have been made on the instructions of the top Soviet leadership, and doubtless reflects the Politburo's assessment that this blow to what TASS yesterday described as "the reactionary, dictatorial clique" in Cambodia represents a substantial victory in its own ideological struggle with China.

The Soviet Union has consistently played down the Vietnamese army's role in Cambodia, and has strongly supported the Cambodian Salvation Front.

Significantly, however, formation of the front, which was announced virtually simultaneously in Moscow and Hanoi, and the stepped-up Vietnamese operations in Cambodia, closely followed the signature in Moscow last November of a 25-year peace and friendship treaty between Vietnam and the Soviet Union.

Tokyo assesses trade and aid policy toward Hanoi

BY CHARLES SMITH, FAR EAST EDITOR, IN TOKYO

JAPAN plans to reassess its policy towards Vietnam following the capture of Phnom Penh by Vietnamese-backed insurgents, a Foreign Ministry spokesman said yesterday.

The reassessment will include a critical look at the official Japanese aid programme under which Vietnam was due to receive ¥16bn (£10m) worth of grants and ¥10bn worth of loans in the coming year. The chances are that aid will be cut.

A complicating factor in the attempt to use aid as a sanction against Hanoi is that the Vietnamese Government agreed last year to take responsibility for some ¥16bn worth of debts owed to Japan by the former South Vietnamese Government.

Suspension of Japanese aid almost certainly would provoke Hanoi into defaulting on the South Vietnamese repayments. Conceivably, it could also place at risk the sums owed to Japanese exporters who have sold goods to Vietnam on deferred payment terms in the past two years.

Japan's quick reaction to the events in Cambodia reflects its desire to be seen to be playing an active part in Indo-China, even if the scope for the exercise of its influence is limited.

South-East Asia has been the focus of Japan's recent attempts to emerge from its relative isolation as an exclusively economic power. These attempts have

involved stepped-up assistance to both Communist and non-Communist States in the region and a continuous exchange of visits by Japanese and South-East Asian (including Indo-Chinese) officials.

The Deputy Foreign Minister of Vietnam visited Japan twice in the second half of last year, followed by a visit by the Foreign Minister, Mr. Nguyen Du Trinh, who was promised that Japan would continue its aid to Vietnam in 1979 at the relatively high levels agreed for 1978.

Mr. Trinh reportedly asked for an increase in aid but was turned down partly because of worries in Tokyo about Vietnam's increasingly pro-Soviet stance. A statement released during the Foreign Minister's visit said that aid was being extended on the understanding that Vietnam maintained its "independent line" in foreign affairs.

Officials stressed yesterday that the aid Japan has so far given to Vietnam has been for peaceful purposes only and has "nothing to do" with the re-assertion of Vietnamese military strength.

Japanese private-level contacts with Vietnam, however, have included talk on projects (such as the export of steel-making equipment) which indirectly could serve to strengthen Vietnam's capacity to dominate its neighbours.

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SAVE & PROSPER GROUP

UK NEWS

Building society lending unlikely to increase

BY MICHAEL CASSELL, BUILDING CORRESPONDENT

BUILDING society mortgage lending cannot be expected to increase in the next few months, says Mr. Ralph Stow, chairman of the Building Societies Association.

He adds that, because house prices now appear to be "returning to normal" it seems unlikely that societies will need to consider any arbitrary cuts in lending levels.

Mr. Stow says in the latest issue of the association's magazine, *Building Society Affairs*, that a marked improvement in the societies' ability to lend must await a decline in the general level of interest rates.

In that event, the societies' own share rates would become more attractive and the inflow of funds could be expected to rise.

Societies in the last months of 1978 were lending a monthly average of £640m and £650m and, after consultations with the Government, the ceiling for the first quarter of this year has been raised to £700m a month.

This level may be achieved if societies reduce the amount of peripheral lending—or items like home improvement—which they have been approving while limits on loans for house purchase have been maintained—but the poor recent inflow of new receipts means that any reasonable level of advances

will continue to be supplemented by the societies' liquid funds.

Mr. Stow confirmed that 1978 was another record year for the societies, despite the reduced take of funds and the lending limits agreed with the Government.

Final figures are not yet available but the total number of loans made last year was about 800,000, the third year in succession in which a record has been set.

The total amount lent to home buyers was approximately £8.7bn, 26 per cent higher than the previous £6.8bn figure achieved in 1977.

Of the 800,000 purchasers, about 47 per cent were buying a property for the first time. The total of 375,000 first-time buyers was a little below the record levels of just over 390,000 set in 1971 and 1972 but the Association says this trend can be expected as the number of new purchasers continues to decline as owner occupation rises.

Mr. Stow says that, despite the deteriorating financial situation throughout 1978 and the Grays Building Society affair, which represented a "blush" on the movement's history, societies could regard the year as one of progress and achievement."

He said that in the last 10 years, societies had helped more than 3m families to buy their first homes.

British Caledonian may challenge Laker licence

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

BRITISH Caledonian Airways said that it is prepared to consider asking the Civil Aviation Authority to revoke the Laker Airways' licence for Skytrain flights between Gatwick and Los Angeles, "should we deem at any time that we have sufficient grounds" for doing so.

Mr. Adam Thomson, chairman of British Caledonian, makes it clear in the latest issue of the airline's staff newspaper, that he and his colleagues in the airline believe the Government, through the authority, was wrong to licence Laker Airways on the Los Angeles route.

British Caledonian had asked the authority for rights to Los Angeles, offering its "six-level" fares system, with the cheapest

fare of £59 single undercutting Laker's £83 single.

"After only three months of operation by Laker, it seems unlikely that there is enough potential traffic to Los Angeles to support our six-jane skytrain service.

"But there can be no doubt that there is enough potential to support our 'six-jane skyway,'" says Mr. Thomson.

Mr. Thomson adds that British Caledonian will fight any further moves by Laker Airways to change its Skytrain licence—a reference to Laker's proposals to the authority that it should be allowed to sell seats in advance in order to prevent the build-up of queues in London such as those experienced last summer.

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*IF YOU PAY INCOME TAX AT THE BASIC RATE OF 33%

Concorde set to fly with U.S. airline

By Michael Donne, Aerospace Correspondent

CONCORDE is expected to receive its U.S. Certificate of Airworthiness today from the Federal Aviation Administration. That will clear the way for subsonic flights by the aircraft between Washington and Dallas-Fort Worth in Texas, starting on Friday.

The aircraft has been flying regularly since 1977 to connect London and Paris with New York and Washington, with Anglo-French Certificates of Airworthiness. Under U.S. law, however, the aircraft must have a U.S. certificate for onward flights to other U.S. cities.

From Friday, under an inter-change agreement, Braniff International, a large U.S. airline, will take over British Airways or Air France Concordes at Washington on six days a week and fly them subsonically to Dallas and back.

The result will be a faster link between Dallas and Europe.

Supersonic transatlantic flights halve the subsonic time. Concorde, flying subsonically, is faster than a Boeing 747 and will cut the flight time between Washington and Dallas.

Lease

The new link has greater long-term significance. It is hoped that once Concorde is flying regularly into the heart of the U.S., other airlines may be tempted to reach similar agreements with British Airways and Air France and thus help to spread the aircraft's route network.

Braniff itself may eventually decide to lease a Concorde on a longer-term basis and fly it supersonically between Dallas and cities on the network in South America, including Lima and Santiago, via Panama City.

To legalise the new inter-change agreement, British Airways and Air France have set up a joint company in Washington to re-register the Concorde every time it arrives in Washington from Europe, giving it a U.S. registration number for the flight to Dallas.

Back in Washington, the U.S. registration number will be removed and the aircraft will revert to its British or French registration for its return to Europe.

Ford said yesterday: "This is

NEWS ANALYSIS: TAXING SHORT-TERM SOCIAL SECURITY BENEFITS

Computers expected to herald reform

BY DAVID FREUD

MRS. THATCHER is not the first politician, nor is she likely to be the last, to argue for taxing short-term social security benefits.

Successive governments since the Second World War have examined the idea and abandoned it because of the practical difficulties.

Economists have achieved a rare degree of unanimity in condemning the present system, under which earned income is taxed and short-term benefits covering unemployment, sickness, maternity and industrial injury, are not.

Without computers, Mrs. Thatcher's opinion on taxing benefits runs sharply counter to earlier experience. When the benefits' schemes were first devised after the war there was every intention to levy taxes on pay-outs.

But the Inland Revenue could not cope and the attempt was abandoned in 1949. This was because PAYE operates by giving each employee a code and relying on employers to withhold on a cumulative basis the tax due and pass it on to the tax authorities.

Occasional short-term benefits caused a big problem because they meant that employees' codes had to be adjusted by hand by Revenue and there were not enough staff to perform the task.

The reason for abandoning the attempt to tax benefits was spelled out by Sir Stafford Cripps in his 1949 Budget speech.

He said: "It was regarded as

a necessary counterpart of the allowance of relief in respect of contribution that all benefits of an incomes nature should be charged taxation."

"Some of these benefits, namely unemployment, sickness and maternity benefits, are occasional, and taxes on them are a great trouble both to the Inland Revenue and recipients and cannot be allowed for in PAYE."

"I propose, therefore, in future, that unemployment, sickness and maternity should be exempted from tax, but relief should not be allowed in respect of that part of the contribution relating to these occasional benefits."

The latest official estimate of the number of extra Revenue staff required to tax short-term benefits was made in June, 1977, by Mr. Robert Sheldon, Financial Secretary to the Treasury.

He told the Commons that about 10,000 extra staff would be needed to tax unemployment and sickness benefit pay-outs alone.

At an average £5,000 per person a year at least, the cost of such an operation would be a minimum of £50m annually.

The return to the Exchequer would far exceed the staff costs,

however. Last November, Mr. Sheldon said in a written parliamentary answer that taxing unemployment benefit in the 1978-79 financial year would bring in an estimated £170m.

sickness benefit would bring in £190m, industrial injury £15m and maternity allowance £20m.

Against this should be set the cost of stopping the tax on contributions towards these short-term benefits, which Sir Stafford introduced when the system of taxing the pay-outs broke down.

Delays

Because of the tax on contributions undoubtedly brings in much more than the estimated return from taxing pay-outs, however, the suspicion must be that politicians will be tempted to abandon equity and tax both.

Especially as they can use the argument that personal allowances were raised in 1965 to compensate for loss of tax relief on the remainder of the national insurance contributions.

Regardless of strict equity and the balance of advantage to the Exchequer, many economists believe that a change-over in the case of unemployment benefit would have a marked beneficial effect on the economy, through increasing the incentive,

to work harder down the pay scale.

This effect should probably not be over-emphasised. The most recent study on the subject, by the Central Bureau of Economic Statistics in September, concluded that the main adverse effect of the present system was to delay people finding new jobs.

There did not seem a marked tendency for people to give up looking for work altogether.

Nevertheless, the Clare economists argued that taxing pay-outs would be preferable to the present system and that the extra revenue should be used to raise the level of benefit.

It would probably be safer to take a cynical view on whether the present system and that the extra revenue should be used to raise the level of benefit.

But in the longer term, the Inland Revenue's programme of computerisation is aimed at producing the most flexible system possible. Taxing short-term benefits would be well within its capabilities.

The political and economic pressures building up look like making taxation of short-term benefits the first tax reform after the computers arrive in 1980.

Accountants complain of insurance changes

BY ERIC SHORT

THE Government's proposed changes to the financial returns of insurance companies would make it impossible for them to show a true and fair view in the conventional accountancy sense.

The Consultative Committee of Accountancy Bodies makes this point in its latest memorandum* to the Department of Trade.

The Department under the powers conferred by the Insurance Companies Act, 1974, intends that, in future, the returns of insurance companies will comprise a series of standard forms and statements, rather than conventional accounts.

These returns will exclude certain important financial information normally disclosed in the notes to conventional accounts, which would be required if the returns were to show a true and fair view.

The accountancy bodies expressed their concern that, in spite of the major changes envisaged, it is proposed that the regulations would continue to contain a requirement that the returns should continue to give a true and fair view of the affairs of the company.

In particular, they are concerned that the returns are subject to the inclusion of assets and liabilities at amounts determined in accordance with any applicable valuation regulations.

Thus the accountancy bodies claim that the expression "true and fair" is being re-defined in the regulations in such a way

as to totally distort its conventional meaning.

*Insurance Companies: Revision of Accounts and Statements Regulations. Available from the Publications Department, P.O. Box 433, Chartered Accountants Hall, Moorgate Place, London EC2R 2EJ; quote ref. TR319.

Chipboard trade sets up new association

THE BELEAGUED British chipboard industry is extending its trade association membership to the chemical industry and is appointing its first full-time director general.

The new director-general of the British Particleboards Association is Mr. David Duke-Evans, formerly director of the Federation of Bakers. The association, now with 12 members, replaces the British Wood Chipboard Manufacturers Association and will be based in London.

Last year, companies warned the Government that the industry could shut down unless low-price dumping from the Continent was curbed.

It will be Mr. Duke-Evans's task to liaise between companies, government and overseas organisations and manufacturers, and to try to change the attitude of legislators and cut-price importers.

Ford today produces its millionth Fiesta

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

THE MILLIONTH Ford Fiesta will roll off the production line today 28 months after the model was introduced.

Ford said yesterday: "This is

'Fair trade' assurances over car warranties

By Our Consumer Affairs Correspondent

TWO FORMER directors of Revolution Oil International, which offered "extended warranties" for cars, have given written assurances on their future conduct to Mr. Gordon Bonnie, Director General of Fair Trading.

The company is in liquidation and the written assurances under the Fair Trading Act are binding on the individuals concerned in any business with which they may be involved in future.

Revolution Oil offered extended warranties to buyers of second-hand cars that the company would cover the cost of replacement of any engine, gearbox or certain other parts that broke down within a specified period provided that oil additives sold by Revolution Oil were used in the cars at set times.

However, consumers complained to the Office of Fair Trading that in some cases the company had not complied with the terms of its warranties.

The directors are Mr. Alan Green of Northwich, Cheshire, and Mr. D. A. Betts of Ashington, Essex.

Breaking an assurance under part three of the Fair Trading Act, 1973, might lead to court action by the director general.

Interest rates will fall, say stockbrokers

BY DAVID FREUD

INTEREST RATES will probably start to ease in February or March according to City stockbrokers Fielding Newson-Smith and Company. The firm forecasts that the Minimum Lending Rate will end the year at nine per cent, compared with the present level of 12.5 per cent.

While MLR has fallen every January over the last six years, it seems remote, this month, due to the continued upward trend of U.S. rates and anxiety over the outlook for pay.

But the firm says the other two primary influences on interest rates—the trend of bank lending and the growth path of the money stock—already argue for a somewhat lower level of rates.

The decline in rates—the timing of which the firm says is difficult to pinpoint—will not be major because the slow down of business activity is not a slide back into recession.

Two other brokers—J. and A. Scrimgeour and Sebag—both argue against the likelihood of an early decline in interest rates.

Sebag says the virtual

policy will probably result in a greater reliance on high interest rates to keep sterling stable and thus minimise the effect of excessive wage settlements.

However, upward pressure on rates is unlikely to result in more than a modest further rise in the next month or so.

There is still room to hope that domestic circumstances will allow a mid-year decline by mid-year, but the exact timing will be dictated by external events in combination with the success or failure of the Government's policies on incomes, prices and the balance of payments.

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UK NEWS

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Shortages damage food industry

IMPORTANT SECTORS of the British food manufacturing industry are closing for want of vital deliveries of edible oils and fats. Picket lines at bulk storage depots and refineries, most of which are concentrated in the north-west, have drastically reduced supplies.

Many cake, biscuit and confectionery factories have closed and companies warned yesterday that if oil deliveries were not restored promptly, the whole industry would shut by the weekend and its 50,000-plus workers would be laid off.

Van den Bergs, which produces more than half of UK margarine supplies at two factories in the Wirral, Cheshire, and at Purfleet, Essex, said pickets at both plants were stopping lorries getting in, and out.

Some oils were being pumped in by pipeline and production was continuing, and could go on "for a few days more," but the factories were running out of storage space.

The company, which makes Stork, Blue Band and Flora brands, employs 1,500 workers at each factory.

United Biscuits shift its Ashby de la Zouche factory on Friday, laying off 1,500 people. Its Halifax plant employing 1,200, was expected to close last night, and the 3,400 employed at its two London works are expected to be sent home by the weekend.

The Cake and Biscuit Alliance said the situation was "patchy" yesterday, but members insisted that if the picket lines were not moved this week, the whole industry would be forced to stop production.

A spokesman for a leading London edible oils trader said all the known bulk food oil carriers had been hit by the hauliers' dispute. Movement of supplies was at a complete standstill, he claimed.

Virtually the whole of the food-manufacturing industry uses edible oils to some extent. The Food Manufacturers Federation said that in the north of the country only about 5 per cent of normal oil and fat supplies were getting through.

Sir Henry Plumb, president of the National Farmers' Union, warned yesterday that the drivers' strike was endangering farm livestock, particularly pigs and poultry. He expected farmers to start running out of feedstuffs by today or tomorrow.

If the army were called in to distribute essential commodities, farmers should come high on the Government's list of priority beneficiaries, he said.

Continental Grain and Unilever, the two biggest producers of soybean meal in Britain — soya is a key ingredient in animal feed — said meal for feed was leaving their factories because many customers were picking it up themselves.

DRIVER'S ACTION CLOSES SCHOOLS, PUTS JOBS AT RISK

Strike disruption spreads

ULSTER continues to be severely disrupted by strikes involving both trolley and lorry drivers. These tanker drivers said they would remain on unofficial strike until they meet tomorrow to vote on the company's offer.

The province's 5,000 lorry drivers said they were determined to stay out until the employers met their claim for a £25-a-week basic wage.

An emergency committee of top civil servants, reporting to Mr. Tom Pendry, Parliamentary Under-Secretary at the Northern Ireland Office, met in Belfast yesterday as more companies hit by the severe fuel shortage laid off workers.

About 3,000 employees of James Mackie and Sons, the big textile engineering group in Belfast, were sent home and 200 were laid off at a brickworks in Co. Tyrone. Short Bros., the Belfast aircraft manufacturers, said it was reviewing the situation daily as oil stocks dwindled. Its 6,000 workers were warned that the outlook was bleak with fresh supplies.

Many other companies reported that their oil could last from four days to a fortnight but said the growing effect of the strike by haulage drivers was hampering production. Work stopped on two ships at the Harland and Wolff shipyard in Belfast because supplies failed to arrive.

British Rail reports a three-fold rise in some routes and Greater Manchester buses, which were off the road at the weekend, were also full this morning. Bus services are running only at peak times.

Most garages in Manchester have now closed, and on Merseyside, where a few are still open, petrol is being sold by some stations only to doctors, nurses and midwives.

Some garages have doubled petrol prices to as much as £2 per gallon.

MIDLANDS industry so far seems to have escaped the worst impact of the strikes by

deliveries in country areas were curtailed.

NORTH-WEST: Notices of possible lay-offs have been given by several major employers as a result of difficulty in obtaining supplies of raw materials and of oil.

United Biscuits yesterday gave notice of suspension of the guaranteed week to 900 workers in Manchester, with effect from January 22.

Several textile companies which have not received

road haulage and petrol tanker drivers.

"Most companies are managing to work pretty much as normal, though there are obviously fears about the consequences of a prolonged stoppage," said Mr. Steve Rankin, director of the West Midlands Region of the Confederation of British Industry.

The main concern of manufacturing industry is the possible shortage of heating oil. At the moment, companies are

at a low point in its production cycle.

Mr. Allan Stewart, Scottish director of the Confederation of British Industry, said that the experience of the last haulage strike in 1974 suggested that the dispute would begin to bite after two weeks. So far, the effect was patchy and confused by a shortage of petrol and fuel oil.

The Texaco tanker drivers' strike has also hit Scotland relatively mildly since only 7 per cent of filling stations north of the border are owned by the company.

The Scottish Motor Traders Association said, however, that there were some shortages of petrol in Glasgow and the west of the country as a result of panic buying.

Some schools, mainly in the Strathclyde region, have had to close because they cannot be heated.

SCOTLAND — The effect of the lorry drivers' strike on Scottish industry could worsen towards the end of this week as picking intensifies.

The union has said it will increase its activities if, as it expects, a ballot of its 5,000 members in haulage firms confirms the rejection of the employers' offer.

So far the strike has had only a limited impact on industry, although it has caused shortages of bread, particularly in the West of Scotland. A few companies have had to close, including the National Engineering Laboratory at East Kilbride and a Boots distribution centre at Airdrie.

Many companies have built up stocks since the strike was first mooted and industry generally

carrying between 8 to 14 days' stocks.

The West Midlands region of the Road Haulage Association has already concluded a deal with union officials which should ensure most of the 10,000 drivers remain at work.

ICI HIT HARD: Britain's biggest industrial company, ICI, has been badly hit. Half of its home and export sales worth millions of pounds have dried up.

Widespread picketing at ports has meant that exports are being stocked up. "This is particularly serious for us as we will be unable to recover these losses," the company said.

There has been a shortage of raw materials in all ICI divisions and dispatch is often futile as customers are unable to accept the goods because of pickets outside their offices.

Picket line solidarity grows

By ROBIN REEVES

"IT'S about time we drivers stuck together. We may all work for different companies, but I've always said when we're out on the roads we are one."

The place is the main entrance to Avonmouth Docks. The speaker is the leader of one of dozens of transport drivers' picket lines at the works entrances all over the Avonmouth port and industrial complex.

Two lorries turn at the traffic lights, 50 yards away, and come towards the picket line.

"Excuse me a moment," he says and goes to wave down the oncoming vehicles. "Friend, this is an official picket and we are asking you not to cross it."

"That's OK with me," says the young driver, "but you had better talk to my mate behind as well."

The second driver requires a little more persuasion. "Look it's up to you, friend. We are just asking you not to cross the picket. If you do, I shall have to add the name of your company and your registration number to the list and the union's bound to be able to trace you," he warns.

He holds an official-looking clipboard with several company names and registration numbers written down.

"But what happens if I'm sacked by the gaffer?" asks the driver.

"Just get in touch with the union. They'll sort it out. If you're a union member, you are simply not entitled to cross a picket line."

"Remember, this dock is a hundred per cent closed shop. If you don't believe me, I suggest you turn your wagon round and go phone the gaffer."

The two lorries drive off. They do not return.

So far, it is all very friendly. Picketing began on Monday morning, and the men estimate that about 300 lorries have approached the gate. Only 27 names and numbers appear on the black list.

Most of the time there isn't much persuading to do. Most drivers are under instructions from their "gaffers" not to cross any picket lines.

A special feature of the Avonmouth pickets is a man from the National Farmers Union. He is hoping to ease the passage of vital supplies of animal feeding stuffs from Avonmouth's large feed mills.

The pickets insist they can make no exceptions without an official instruction from union headquarters.

The pickets realise that, if the dispute continues, incoming ships will switch to the Continent to offload cargoes and then tranship to Britain.

"But that's all right. We will be able to block them in the East Coast ports," says one picker.

The strikers are in no doubt as to the justice of their action. "All we have been offered is £60 a week. It is absolutely ridiculous," says one man.

"As far as I'm concerned, we're not designed to earn £100 a week before stoppages. It's only reasonable."

Everyone nods agreement.

Tories wary of Thatcher's union plans

By ELINOR GOODMAN, LOBBY STAFF

MRS THATCHER'S latest proposals for controlling the trade unions got a decidedly cautious reception yesterday from the group representing trade unions in her own party.

Mr. Fred Hardman, national chairman of the Conservative Trade Unionists, welcomed what he judiciously described as Mrs. Thatcher's plans for helping the trade unions. He made no mention, however, of her suggestion that social security benefits should be withheld from workers who went on strike without first holding a secret ballot.

Mr. Hardman's interpretation of Mrs. Thatcher's interview on BBC television was very different to

Mr. James Prior, the Shadow

Cabinet member responsible for dealing with the unions, who also at pains yesterday to kill any impression that the Tories were committed to withholding social security benefits from strikers.

"I am very much in favour of getting greater participation and greater consultation with trade unions and trade union leaders before we come to any firm decision in these matters," he said.

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admitted in Scotland, and must have had extensive and wide legal experience carrying a high level of responsibility.

The salary, currently £15,629, will rise in stages to £17,814 on 1 April 1979 and to £20,000 on 1 April 1980.

Selection will be by interview in London. For an application form (to be returned by 31 January 1979) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 68551 (answering service operates outside office hours). Please quote ref: G/5042/4.

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Interviews will be held in London, Birmingham and Manchester.
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Applications are invited from candidates, aged 28-35, who have acquired at least 3 years' display sales field experience, at least one year selling at senior level, preferably in the international market. The successful candidate will report to the Publishing Director and will be responsible for the generation of further profitable display advertising business both in the U.K. and Europe, through existing key accounts and the motivation of overseas agents. Some away travel is envisaged. Commercial flair, the ability to close business with finesse and to carve out a further profitable share of the market is important. Initial salary negotiable, £7,000-£8,000 + car, contributory pension, free Life Assurance. Applications in strict confidence under reference DAMD3904/FT, to the Managing Director:

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DIRECTOR



to maintain and expand its services to members.

The work of Director was hitherto carried out by the Association's Legal Adviser and part-time Secretary. However, the growth and development of E.E.C. and U.K. Government intervention in commerce, together with increased legislation impinging on trading activities, now demands the appointment of a full-time Director.

Duties

1. To represent the catalogue Mail Order trade to the U.K. and E.E.C. Governments and their agencies, to the news media, and to all other organisations or individuals whose activities now affect or may affect the interests of the Mail Order trade.

2. To end to create and/or maintain satisfactory and continuing relationships with such organisations and individuals.

3. To keep constantly in close touch with members.

4. To secure and subsequently administer the Association's offices.

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A five-figure salary and a car is being offered with provision for pension/sickness benefits. The complete remuneration package is flexible and can be negotiated within a total-cost basis.

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Applicants could well currently hold senior appointments in other trade associations, or in the Government relations departments of major corporations, or could have recently retired from a Government appointment.

Men or women in the age bracket 40-55 who are interested in the appointment should first send a detailed curriculum vitae to:

Mr D. Rowlands, Personnel Director, The Littlewoods Organisation, 4th Floor, JM Centre, Old Hall Street, Liverpool L7 1AB.

Mr Rowlands has been asked to prepare a short list for consideration by the Chairman and Non-Executive Directors of the Association.

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A University graduate/qualified accountant required for senior executive position reporting to Finance Director of International Division of substantial U.S. multi-national concern. Initial responsibility involves financial surveillance of several overseas companies. Inter-continental travel involved. Multi-language capability would be useful although not essential. Excellent career prospects for right candidate. Please send your curriculum vitae in strictest confidence to Box A6576, Financial Times, 10, Cannon Street, EC4P 4BY.

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Candidates for the first post, age from the middle 30's, should have general management experience and preferably a professional engineering qualification and background. The primary task is to identify and develop a portfolio of investments in manufacturing industry. This will lead to ongoing relationships with client companies in order to help them exploit their potential for profitable investment, and there will be some in-depth project appraisal work.

The second post calls for a qualified accountant from the early 30's with investigation experience in a top professional firm, preferably backed by industrial experience. The primary task will be in-depth appraisal and evaluation of potential investments and the formulation of suitable financial packages. Responsibilities also include the development of contacts with professional firms and some financial monitoring of investments.

Both appointments demand the ability to analyse and evaluate investment propositions in succinct written reports and to tight deadlines.

Location Manchester with travelling throughout the North West.

Salary about £10,000 to £12,000 plus usual benefits.

Secondment would be considered for the second post and, in exceptional circumstances, for the first.

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These appointments are open to men and women.

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Candidates male or female, should be qualified accountants and able to demonstrate a real interest in this type of work. Although the ideal candidate will probably be in his/her late 20's, age in experience is as important as a flexible and creative approach and the maturity to present ideas with authority.

For full details and a personal history form contact Ian Tomasson or Lindsey Pratten quoting reference no. 2342.

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LEGAL NOTICES

No. 003764 of 1978

In the HIGH COURT OF JUSTICE, Chancery Division, in the Matter of LINTHICUM INVESTMENT TRUST LIMITED and in the Matter of THE COMPANIES ACT 1948.

NOTICE IS HEREBY GIVEN that the ORDER of the High Court of Justice, Chancery Division, dated 19th October, 1978, CONFIRMING (a) the cancellation of the Share Premium Account of the above-named Company and (b) the REDUCTION of the CAPITAL of the said Company from £10,000,000 to £20,000 and the Minute approved by the Court showing with respect to the capital of the said Company as aforesaid, generally requiring that the said aforementioned Act were registered by the Registrar of Companies on 20th December, 1978. Dated this 27th day of December, 1978.

HEBERT SMITH & CO., GPO Box 100, London EC3P 7JP.

Solicitors for the above-named Company.

No. 003887 of 1978

In the HIGH COURT OF JUSTICE Chancery Division, in the Matter of TOWER MECHANICAL SERVICES LIMITED and in the Matter of The Companies Act, 1948.

NOTICE IS HEREBY GIVEN that a Petition for the Winding-up of the above-named Company by the High Court of Justice was on the 5th day of December, 1978, presented to the said Court by WILLIAM MORRIS LTD LIMITED whose registered office is situated at 49, Redmore Road, Cheltenham, Gloucestershire GL1 2QZ and that the said Petition is directed to be heard before the Court sitting at the Royal Courts of Justice, Strand, London, WC2A 2LL on the 1st February, 1979, and any creditor or contributary of the said Company desirous of opposing such Petition may appear on the hearing of the same, in person or by his counsel, for that purpose; and a copy of the Petition will be furnished by the undermentioned Petitioner to the said Court on the 1st February, 1979, and any creditor or contributary of the said Company requiring such copy on payment of the regulated charge for the same.

WILLIAM MORRIS & KENNEDY, LTD, 100, Station Road, Sidcup, Kent. Ref: MC. Tel: 01-300 9231. Solicitors for the Petitioner.

NOTE: Any person who intends to appear on the hearing of the said Petition must serve on, or send by post to, the above-named Petitioner a writing containing the name and address of the person, or if a firm the name and address of the firm and must be signed by the person (or firm) or by his solicitor (if any) and must be served, or, if posted, must be sent by post in sufficient time to reach the above-named court not later than four o'clock in the afternoon of the 19th day of January 1979.

No. 003 of 1979.

In the HIGH COURT OF JUSTICE Chancery Division, Companies Court, in the Matter of THE ALCEY & CO. LIMITED and in the Matter of The Companies Act, 1948.

NOTICE IS HEREBY GIVEN that a Petition for the Winding-up of the above-named Company by the High Court of Justice was on the 2nd day of January 1979, presented to the said Court by READY MIXED CONCRETE (LONDON) LIMITED whose registered office is situated at 51, Royal Holloway Road, Finsbury, Middlesex, and that the said Petition is directed to be heard before the Court sitting at the Royal Courts of Justice, Strand, London, WC2A 2LL on the 5th day of February 1979, and any creditor or contributary of the said Company desirous of opposing such Petition may appear on the time of hearing, in person or by his counsel, for that purpose; and a copy of the Petition will be furnished by the undermentioned Petitioner to the said Court on the 5th February 1979, and any creditor or contributary of the said Company requiring such copy on payment of the regulated charge for the same.

YOUNG JONES HAIR & CO., 2 Suffolk Lane, Cannon Street, London, EC4R 2AU. Tel: 21. Solicitors for the Petitioner.

NOTE: Any person who intends to appear on the hearing of the said Petition must serve on, or send by post to, the above-named Petitioner a writing containing the name and address of the person, or if a firm the name and address of the firm and must be signed by the person (or firm) or by his solicitor (if any) and must be served, or, if posted, must be sent by post in sufficient time to reach the above-named court not later than four o'clock in the afternoon of the 2nd day of February 1979.

COMPANY NOTICES

TRADINVEST BANK AND TRUST COMPANY OF NASSAU LIMITED Head Office: 36 Queen's Street, Nassau, Bahamas

Tel: 1972-1983 F-230-0000—NOTES SECURITY CODE 795 095

Numerical list of 40 notes drawn at the Bank drawing on January 4, 1978, by F.F.250,000.00 nominal amount of U.S.\$1,000,000 due on 15th January 1979.

Redeemed Notes must be presented to:

Society General Parc-Banques de Commerce et de Placements, Generale

London, EC2P 2BB, 9th January, 1979.

CHANGES IN THE GRANGE LTD COMPANY 85% LOAN 1989

S. G. WARBURG & CO. LTD, announce that the seventh annual general meeting of the shareholders of U.S.\$1,000,000 have been postponed to 15th February 1979.

U.S.\$10,000,000 nominal amount of 8% 1989 dated bonds outstanding after 15th February 1979.

30, Grosvenor Gardens, London SW1, London EC2P 2BB, 9th January, 1979.

UNITED PLANTATIONS BERHD (Incorporated in the State of Malaysia)

NOTICE OF DIVIDEND

NOTICE IS HEREBY GIVEN that in Board of Directors an Interim Dividend of 5% less 40% Malaysian Ringgit was declared on 21st December, 1978 (i.e. a net dividend of 30% less 40% Malaysian Ringgit).

NOTICE IS ALSO HEREBY GIVEN to Holders of Shares drawn from Share Warrants Bearer should be presented to the Company on or after the mentioned Resolution on or after the 1st January, 1979.

30, Grosvenor Gardens, London SW1, London EC2P 2BB, 9th January, 1979.

THE WELLCOME FOUNDATION LIMITED

U.S.\$10,000,000 8½% BONDS 1987

The annual report and accounts of the financial year ended 28th August, 1978, will be available for inspection at the registered office of the Company, 18, Broadgate, London EC2V 5DB, during business hours on Saturday (Saturdays excepted) until February 9th, 1979.

THE COTSWOLD FARMERS' UNION LIMITED

NOTICE OF DIVIDEND

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Board of Directors an Interim Dividend of 5% less 40% Malaysian Ringgit was declared on 21st December, 1978 (i.e. a net dividend of 30% less 40% Malaysian Ringgit).

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This announcement appears as a matter of record only



NORGES KOMMUNALBANK

Oslo, Norway

Dfls 75,000,000

8½% Bearer Bonds 1979 due 1985/1994

guaranteed by

The Kingdom of Norway

Amsterdam-Rotterdam Bank N.V.

Algemene Bank Nederland N.V.

Bank Mees & Hope NV

Pierson, Heldring & Pierson N.V.

N.V. Bank voor Nederlandsche Gemeerten

Credit Suisse First Boston Limited

Den norske Creditbank

Kredietbank S.A. Luxembourgeoise

Smith Barney, Harris Upham & Co. Incorporated

Union Bank of Switzerland (Securities) Limited

Westdeutsche Landesbank Girozentrale

January 8, 1979

This announcement appears as a matter of record only



NORGES KOMMUNALBANK

Oslo, Norway

Dfls 150,000,000

Long-term financing
guaranteed by

The Kingdom of Norway

consisting of:

Dfls 75,000,000

20 year loan with institutional
investors in the Netherlands
arranged by

Dfls 75,000,000

10 year fixed rate bankloan
arranged and provided by

Amsterdam-Rotterdam Bank N.V.

September/November, 1978

These securities having been placed privately outside The Netherlands,
this announcement appears as a matter of record only.

Dfls 75,000,000

EUROPEAN INVESTMENT BANK

8½% bearer Notes 1979 due 1986

Amsterdam-Rotterdam Bank N.V.
Algemene Bank Nederland N.V.

Banca Commerciale Italiana

Société Générale

Bank Mees & Hope NV
Pierson, Heldring & Pierson N.V.

January 8, 1979

APPOINTMENTS

Hongkong and Shanghai Banking London

Sir John Addis, Mr. E. P. Heath and Mr. G. M. Sayer have become members of the London Advisory Committee of the HONG KONG AND SHANGHAI BANKING CORPORATION. Sir John was UK Ambassador to China 1972-74. Mr. Heath has been an executive deputy chairman of Incehave Co. since 1975. Mr. Sayer was chairman of the Hong Kong and Shanghai Banking Corporation 1972 and 1977. Mr. K. Bradford, general manager of the British Bank in the Middle East also joins the committee in place of Mr. J. Mattoon who retired as chairman of the British Bank in the Middle East at the end of last month.

Mr. Christopher Duffett has been appointed to the Board of THE ECONOMIST NEWSPAPER as finance director.

Mr. J. D. Rickard has become managing director of PARK WEBB FORCE. He succeeds Mr. A. J. Blythe, who has taken up another appointment within the group in Nottingham. The company is a member of the engineering division (northern) of the Dobson Park Industries Group.

BSG INTERNATIONAL has made the following appointments at Bristol Street Motors Birmingham: Mr. Norris Lawley, managing director, and Mr. Laurie Evans, deputy managing director.

Mr. Vic Williams has been appointed chairman of AGRICULTURAL PRESS and IPC Building and Contract Journals in succession to Mr. John Harris, who is to retire later this year. Mr. Bryan Hope succeeds Mr. Williams as chairman of IPC Specialist and Professional Press.

Dr. David Richardson has been appointed to the newly-created position of product manager by PERCY LANE GROUP.

The Secretary of State for Scotland has nominated Mr. J. Murray to be a member of the Special Panel of the TRANSPORT TRIBUNAL. Mr. Murray succeeds Professor D. F. Macdonald who has been a member of the Panel since 1959.

Mr. Christopher Strang has become chairman of AULT AND WIBORG GROUP. Mr. Peter Clarke is now sole managing director and continues to be responsible for all group and subsidiary company operations.

Mr. Roger Vobe has been appointed in the newly-created post of chief social services officer with BEKLEY COUNCIL.

MORGAN GUARANTY TRUST COMPANY has appointed the following vice-presidents: Mr. Rander Day Ammon, Mr. Walter A. Gubert, Mr. William J. Kimball III and Mr. Hendrik A. Klein Haneveld. At the same time Mr. Thaddeus T. Bezzak Jr., Mr. El-Walid Nasr, Mr. David M. Tapley and Mr. Paul

D. Wietzel have become assistant vice-presidents. All are at the bank's London office.

Mr. W. E. Bradbury has been appointed group marketing manager for the LINFOR BUILDING GROUP.

Mr. L. D. Coppin and Mr. J. R. Hill have been appointed directors of HARTLEY COOPER U.K.

Mr. C. C. Proctor has taken up appointment in London as deputy chief representative in Europe of the RESERVE BANK OF AUSTRALIA.

Mr. S. Ahmad Taheri has been made area director, UK and Mediterranean of BANK MELLISIRAN, succeeding Mr. Hadi Amin who has returned to Tehran as an executive vice-president of the Bank.

Mr. Robin J. P. D. Podd has been appointed managing director of BARNETT KEEL INTERNATIONAL.

Mr. David A. Ball has been appointed managing director of BULL MOTORS, a wholly owned subsidiary of the National Enterprise Board.

Mr. Denis E. Drake, company secretary of GLYNWED, will be retiring in March and Mr. John C. Blakey, at present the group's legal adviser, has been appointed company secretary.

Mr. W. G. Buchanan has been appointed vice-president corporate affairs Europe for CANAL NATIONAL RAILWAYS. He will continue to be located in London, where he has been European general manager since 1968.

Mr. J. E. Chilecott, formerly commercial director of the rolled products division of the BRITISH ALUMINIUM COMPANY, has been appointed commercial director of the BA Group, succeeding Mr. D. H. Rugg, who has become marketing director of the group. Mr. H. R. Herrington has succeeded Mr. Chilecott as rolled products commercial director.

SIMON ENGINEERING has made the following appointments: Mr. D. Harrington, technical director of Simonac; Mr. R. T. Harmer, manufacturing director of Simon-Barron; and Mr. K. M. Brown, manufacturing and supplies director of Simon-Solitec.

Mr. Eric C. Langdon has been appointed deputy managing director of BLACK-CLAWSON INTERNATIONAL. He was previously sales director.

Mr. J. Malcolm Barr has been elected president of the LEEDS PERMANENT BUILDING SOCIETY of which he has been a director since 1972 and vice-president for the past year. He succeeds Mr. P. A. F. Ashworth. Mr. Barr is chairman and

managing director of Barr and Wallace Arnold Trust. Mr. W. Leonard Hyde has become vice-president of the society.

ROYAL INSURANCE has appointed Mr. J. N. H. Hay and Mr. J. Howard, at present general managers, as deputy chief general managers of the group.

Mr. D. C. May has been appointed company secretary of ALFRED FREYD AND SONS.

Mr. J. C. Graden, at present vice-president production for the subsidiary Goodyear International Corporation, has been elected a vice-president of the parent company GOODYEAR TIRE AND RUBBER COMPANY.

Mr. J. E. Purcell, regional director Asia/Africa for the Goodyear International Corporation, has become a vice-president of the subsidiary.

Mr. K. J. L. Thomas has joined CHANDLER HARGREAVES WHITALL AND CO. INSURANCES BROKERS as non-marine assistant broker. He was until recently a director of Dwyer Warren (Home). Mr. M. Bernard has been appointed Non-American assistant director of Chandler Hargreaves Whitall.

Mr. Brian Dix, previously managing director of Ultra Electronics (Components), has been appointed managing director of NOLTON COMMUNICATIONS, a wholly owned subsidiary of Nolton Ltd.

Mr. C. K. Cowan, Mr. J. L. Ford and Mr. B. Ward have been elected directors of the Board of ENGELHARD INDUSTRIES. Mr. Cowan is chief executive of the metallurgical group, Chelmsford, Surrey; Mr. L. L. Linfoord is chief executive of the Italian manufacturing company Industrie Engelhard SpA, and Mr. Ward is the managing director of (GLASGOW).

Mr. Robert Dykes has retired from the Board of J. DYKES (HOLDINGS) and subsidiaries.

Mr. C. G. Knowles has been appointed company secretary of IMPERIAL TOBACCO. He will retain his existing responsibilities as head of public affairs.

ADVERTISEMENT



P. A. D. Giblin



D. M. Norman

Mr. David M. Norman has been appointed from January 1st, Managing Director of Russell Reynolds Associates, London, Executive Search Consultants. At the same time, Mr. Peter A. D. Giblin has been named Senior Vice-President, Europe.

This announcement appears as a matter of record only

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Nacap B.V.

member of

Koninklijke Bos Kalis Westminster Group N.V.

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provided by

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Lloyds Bank International Limited

(Amsterdam Branch)

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Algemeene Bank Nederland N.V.

Bank Bumiputra Malaysia Berhad

Cooperatieve Centrale Raiffeisen-

Boerenleenbank B.A. (Centrale Rabobank)

Nederlandse Middenstandsbank N.V.

The Bank of Tokyo (Holland) N.V.

Dfls 133,000,000

guaranteed by

Banque Nationale d'Algérie

and

Dfls 280,000,000

guaranteed by

Banque Extérieure d'Algérie

both loans guaranteed by

Nederlandse Credietverzekerings Maatschappij N.V.

managed by

Amsterdam-Rotterdam Bank N.V.

provided by

Amsterdam-Rotterdam Bank N.V.

Hollandsche Bank-Unie N.V.

Cooperatieve Centrale Raiffeisen-

Boerenleenbank B.A. (Centrale Rabobank)

Nederlandse Middenstandsbank N.V.

agent

Amsterdam-Rotterdam Bank N.V.

september 1979

مكتب من العمل

november 1979

London

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

How Ireland's biggest company wrapped it up

Jason Crisp, on the meteoric rise of Jefferson Smurfit, the print and packaging group

AT Michael Smurfit's headquarters in Dublin his secretary brings in two steaming hot-hand towels before pouring the afternoon tea. As he wipes his hands Smurfit reveals that his one eccentricity is having his initials, 'MWJS', embroidered on all his shirts.

Certainly a modest quirk for someone who last year was paid £380,000—and who gets all his shirts made, most economically, once a year in Hong Kong. But it all helps add to his image as Ireland's number one business man.

As chief executive of Jefferson Smurfit, the print and packaging group, he has definitely earned that reputation; when he took over from his father in 1967 the company had sales of £1.49m and pre-tax profits of £201,000. Eleven years later, for the year ending January 31, 1978, the equivalent figures read £175.69m and £15.98m, a near-hundredfold increase.

Unsurpassed in Ireland, for a sizeable company, that growth puts Smurfit on a par with the top handful of fastest UK companies and would place it within the top 250 of the Times 1,000 top industrial companies. As Ireland's biggest private company, Jefferson Smurfit has become the flagship of business there and has been dubbed the country's first multi-national—a claim which might irk Cement Roadstone, the previous biggest company, and which has expanding operations in Europe.

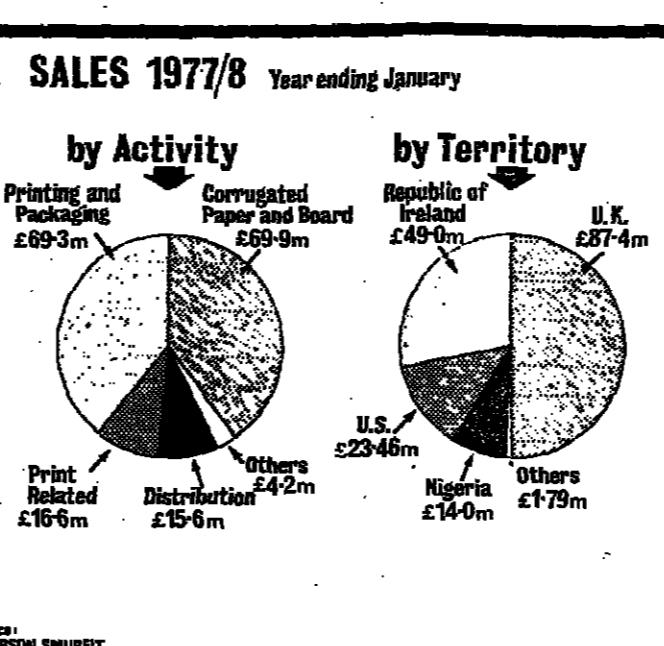
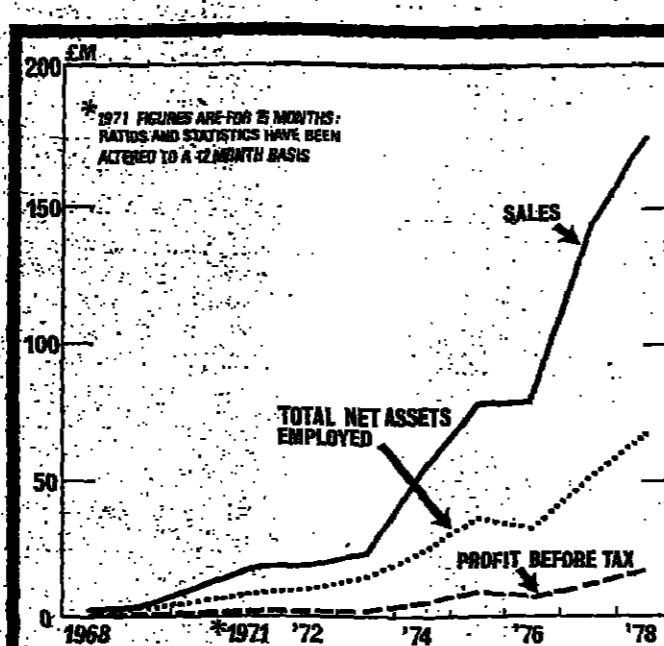
Expansion

Outside Ireland, Smurfit has manufacturing capacity in the UK, Australia, Nigeria and the U.S. where it recently extended its existing operations by buying a 27 per cent stake in Alton Box Board.

Inevitably, such meteoric growth raises the question of whether the company has grown too far and too fast. The answer lies partly in its unusual history, and partly in its highly decentralised management structure.

For a company of its size, Smurfit remains to a surprising extent a family affair. Four of the eight executive directors are Smurfits, all brothers, and the family still controls 20 per cent of the equity.

J. Jefferson Smurfit himself, Michael's father, bought the company, then called James Magee, a general boxer, in 1938 from his wife's family. Four years later he re-named the company after himself and in 1950 changed its tack, out of



the general box market and onto corrugated cardboard containers.

In those days it was a typical small and profitable family concern. Jefferson Smurfit was proud that he knew all the employees, not just by name, but their backgrounds and families as well. Any industrial problems were resolved over a pint.

Michael McDermott, the Irish Transport and General Workers Union organiser, who negotiated with him for many years and knew him well, attests to the high quality of relations: "I don't mean he was patronising, either."

But the relations between Jefferson and his eldest son Michael were not always so smooth. In 1962 the two had a row over the running of the company and Michael, then in his mid-20s, left to set up on his own manufacturing corrugated containers in Wigan, Lancashire, albeit with a £25,000 loan from his father.

Four years later, with the Wigan company prospering and Jefferson Smurfit and Sons floated on the Dublin Stock Exchange, Michael returned to the head office in Ireland as a director. It is from this point that the company began to change from a small family concern into the company it is today. Some indication of the change comes from the fact that in 1967, when Michael took charge, it employed 250 people. Today it has nearly 9,000.

The first major step along the acquisition trail was at the end of 1968, when Smurfit bought Temple Press, an Irish company in printing and box manufacture.

A year later, in quick succession, the company bought Browne and Nolan—in printing, cartons, publishing and education—and the Hely Group. It was the latter purchase which was one of the most decisive for the company. Although Smurfit had a higher market capitalisation than Hely—and it bought it with shares and loan stock—it was a decidedly smaller company when measured in terms of capital employed.

According to Michael Smurfit the Hely-management were dismissive of his first approaches—who did he think he was? Presumably the directors felt a little different the day Michael Smurfit, then successful in his bid, took over the Hely boardroom at his main office, and issued an edict that he was to have sight of every bit of paper and written instruction.

The Hely purchase was particularly significant, not just because it was bigger than Smurfits, but also because it had a wide number of interests outside the print and packaging industry. These included the manufacture and distribution of televisions and radios, office equipment, stationery, retailing and even a poodle parlour.

Some observers doubted at the time whether Smurfit could cope with such a wide range of products outside its experience,

with print and packaging, immediately after the acquisition, only accounting for 55 per cent of turnover.

With the Hely group under its belt Smurfit had become the third largest company in Ireland. Its next batch of acquisitions was calculated to reduce its dependence on the foibles of the Irish economy and at the same time to increase the proportion of its turnover in printing and packaging.

First it moved to the UK to buy Jefferson Smurfit (Packaging), the company on which Michael cut his teeth, then W. J. Noble followed by Tremlets Print and Packaging UK and finally Alliance Alders. In the U.S. it bought Time Industries.

This arrangement was particularly attractive to Smurfit for several reasons: the entire net tangible assets of that particular division were only £10.75; the deal includes a profit incentive plan which could yield Smurfit another £2.5m above its 51 per cent entitlement to profits over three years; and, most important, a long-term contract was signed for SCA to supply kraftliner to the jointly owned subsidiary.

Companies acquired by Jefferson Smurfit have "from day one" to apply the strict controls of their new parent. From that point starts a process which is less easily defined. It is what the company unfortunately refers to as "Smurfitting".

This is the outside part

of corrugated packaging and the lack of a captive source of

paper had been seen as a weak point in Smurfit's competitive armour, because there is often a dearth of it.

The result of the agreement

with SCA was to leave Jefferson Smurfit with a strong balance sheet and a modest cash hilllock with which it could return to the acquisition trail.

The figures may look good on paper, and the growth record certainly impresses. But they tell little of the pressure such an expansion puts on management resources. It has, agrees Michael Smurfit, been an enormous strain on the organisation; management has been "fully stretched," he adds. "I am always on the lookout for new management talent."

In 1978, McKinsey, the American management consultants, were called in to review the structure of the mushrooming organisation. As a result of its recommendations Jefferson Smurfit introduced "strategic business units," groupings of companies with similar markets and competitors and requiring similar management skills.

There are 28 in all, grouped

into nine divisions, although some divisions comprise only one unit.

Each strategic business unit is a profit centre, as is each of its operating companies—numbering around 100 in all. Financial controls are very strict, with each operating company and business unit providing weekly P and L accounts to the division. Each month, the divisional figures with a breakdown for each company go before the executive directors of the main board. If a company's figures start turning sour, the managing director will soon find himself facing a tough grilling. As one senior Smurfit man puts it: "Michael has the unnerving habit of asking the one question you'd really rather not answer."

A key aspect of this corporate structure is that all the units are small—the optimum size for a strategic business unit is 300 people, according to Howard Kilroy, until recently finance director and now chief operations director and number two to Michael Smurfit. This in part reflects J. Jefferson Smurfit's belief in knowing everyone in the original company... the weekly financial controls were also instituted by him.

Companies acquired by Jefferson Smurfit have "from day one" to apply the strict controls of their new parent. From that point starts a process which is less easily defined. It is what the company unfortunately refers to as "Smurfitting".

This, it seems, is more than just introducing new systems and methods, though these are, of course, included, with an accent on sales and marketing. One of the main purposes of the process is to create a high level of motivation.

Howard Kilroy explains: "The style is created by Michael Smurfit. He is an attractive, dynamic person, like the front end of a sonic boom. The company is built on the quality of leadership, and from this we have a range of well-motivated individuals."

Michael Smurfit devotes much of his energies to motivation. "I spend an enormous amount of time keeping up an *esprit de corps*. I want people to believe they are of value." It means, he says, that he lives in an aircraft as he jets from company to company; five business dinners a week are not unusual.

The future for Smurfit is clearly going to be slightly different. For one thing the pace of growth must become more stately. As Michael Smurfit reflects: "If we carried on at the rate we are going it would not be long before our turnover was greater than the Irish GNP."

Although the company will continue to acquire others, they will tend to be bigger and in better condition, and therefore the turnarounds will tend to be less dramatic. It has been part of the Smurfit style to buy com-



Michael Smurfit—like the front end of a sonic boom.

panies with sagging profit records and reap the benefits by injecting new management.

In each of its three major sales areas, Jefferson Smurfit will grow in different ways. In Ireland, where it is market leader, it will be defending its position in corrugated paper and packaging, although there is the corresponding bonus that the Irish Republic is the fastest growing economy in Western Europe.

Prime target

Smurfit also benefits from the new industry being attracted to Ireland by the Industrial Development Authority, as new companies will always need packaging. Michael Smurfit says that in Ireland the company will expand by diversification: "Our non-packaging interests will become material. We do not want the Irish division to be the smallest."

The prime target in the UK is to go for greater market share in the upper quartile of the price range. There is no question of price cutting, says Smurfit, who claims that margins range "from abysmal to terrible," at around 7½ per cent pre-tax. The drive will be based on sales effort and service quality, he says.

In the U.S. the company has just made its next step with its acquisition of a minority stake in Alton Box Board. North America looks as if it will be the greatest area for the company's expansion in the packaging business—it is only in Ire-

land that the company is stepping outside its traditional area of expertise.

Providing the Alton deal goes through—its board still does have the option of finding an alternative buyer of the shares acceptable to the vendor, The Williams Companies of Oklahoma—it will represent a major advance for Smurfit. With 1977 sales of £122m Alton is not that much smaller, in turnover terms, than Smurfit, £175.7m, although its profits were only £1.5m compared with very nearly £16m.

Smurfit has already offered to purchase new shares on Alton to take its stake up to 51 per cent. If it is successful and on the assumption that it can return Alton to a respectable profitability, it could use it as a vehicle for future acquisitions in the U.S.

Alton would be the last major acquisition for some time although Smurfit is still looking at much smaller entities.

Europe is one possibility, but it is an area where Michael Smurfit is cautious: "The industry tends to fare badly in Europe and it is over-fractured." Any purchase there, he says, would be unlikely to exceed \$10m.

Inevitably, the expansion in the U.S. will continue to stretch Smurfit's management resources, all the more so because of the distance from head office.

It will need all of Michael Smurfit's considerable energy and ability, which must leave some people hoping he does not fall in the Liffey.

The Civil Service—investing in better financial control

Mr. Charles Morris, Civil Service Minister, claims that "a good deal of effort is being put into developing and improving financial planning and control systems in the Civil Service and with improving the presentation of financial information both internally and for Parliament." Civil Service financial systems are of necessity becoming ever more complex to meet the requirements made on departments.

While there is a clear case for training more accountants to deal with departmental accounts and estimates, more are also needed particularly in those areas of semi-commercial activity undertaken by the Civil Service, such as in the operation of trading funds like those run by the Royal Ordnance Factories and the Royal Property Services Agency (Supplies Division).

While there is, of course, a need to make efficient use of existing resources and present clear accounts for public scrutiny, the argument in favour of recruiting and training more professional accountants for the Service becomes compulsive when departments come into direct contact with private industry because they need to be credible.

In common with other areas of the service where professionally qualified staff are employed, one of the major problems is the vexed question of pay comparability with the private sector.

OUT OF the 500,000 non-industrial civil servants who together handle the £42bn a year spent by the Civil Service there are still only 1,000 professional accountants.

Awareness is growing of the need to train and, where possible, recruit more professional accountants to deal with the every increasing complexity of the Civil Service's managerial function. The need was highlighted by MPs in the twelfth report from the Commons Expenditure Committee when they stated that improvements in accountability to Parliament and in the efficiency of the Civil Service would partly depend on an increase in the "number and status of accountants in the Service."

The Committee commented that the slight increase in the number of accountants in the Professional Accountant Class since 1968 was insufficient for a function which it thought of "major importance."

Against this background, the Civil Service Department has begun to train its own professional accountants and while the various schemes are still only able to accommodate a limited number of participants, the courses are seen as an investment for the future and "the start of a trickle that could develop, if not into a flood, at least into a respectable stream."

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Late New Year Resolutions

BY SAMUEL BRITTAN

BECAUSE OF the snow and ice some things have developed a little late in 1979. These include my New Year Resolutions. But one advantage of making them late is that they can take into account experience of the holiday and festive season. I shall start with my personal resolutions, which may or may not strike an echo with other people, and then ask very briefly if they have any moral for the conduct of graver affairs.

First and foremost, I intend to break with the idea, which has crept in from somewhere, that one must stay until after midnight at a dinner party, lest one gives the impression of being bored or not enjoying it. There are numerous devices used to resist an early departure. There is the host's "Can we put you up for the night?" when one's own bed is at most a few miles away. More insidious is the fellow guest who says "Don't ring for a taxi; we are just going soon and can give you a lift and then settle down until the early hours. I intend to resist these snares and leave at 11 pm or earlier, even if I am the first to go.

Tolerance

My second resolution is never to take a drink I do not really want because of social pressure and to admit to being a one-glass-of-wine person. There is great tolerance in most European countries for the teetotaller — many times the man with the tomato juice is the life and soul of the party, looked at with envy by others. Mr. Callaghan is indeed the most distinguished British exemplar of this role. But there is little tolerance at all for those whose imbibing capacity is less than average and will not join in "the other drink" — or for those who enjoy a glass of champagne (or sekt or asti spumante) but cannot stand the usual trays of whisky, sherry or gin, which are proffered at one gathering after another.

This thought leads me to my third resolution. This is not to be ashamed to go as often as I can afford on the Trans-European Express (TEE) or nearest equivalent in the more scenic parts of Europe, without having to think up a pretext for the journey. One of my most agreeable surprises last year was travelling from Zurich through mist and rain, suddenly seeing,

as we approached the St. Gotthard, blue sky far above and the sun shining down on newly snow-covered peaks emerging from the gloom. To me this was preferable to any number of "nights" on the town." What would have completed the experience — although then the train would have had to be travelling in another direction — would be to have got out and heard a Mozart mass in an ornate and gilded church of the South German or Austrian high baroque.

Fourth, and on a different plane, I shall not be ashamed to rearrange my timetable to make sure of seeing the "Saint" series on British Independent Television, whenever possible on Sunday evenings. You do not need to tell me that Simon Templar, as played by Ian Ogilvy in the series, would be unlikely to share the other above tastes; and if he were anywhere near the St. Gotthard it would not be in a train. But there cannot be a greater mistake than to suppose that one always wants the company of people like oneself.

To some my New Year resolution about dinners and parties will appear killjoy. On the contrary it is puritanical to do what merely gives one a headache because it is officially labelled pleasure. The moral for collectivists at all levels is that tastes differ and that whatever the case for equality, it should not be confused with uniformity.

The guiding thought behind my own New Year resolutions was that one should be oneself and not imagine that one is going to turn into an entirely different person in the year ahead. The principle is of wider, perhaps even national, applicability. Life would be dull without fantasies; and we should not be ashamed of admiring Simon Templar. But we should not imagine that we will become like him by using a suitably pink or red tinted after-shaving lotion in an election year, any more than that any change of Government policy can revolutionise a nation's economic performance whose roots lie deep in history.

In yesterday's Lombard article, reference was made to a proposed merger between Firestone and Esso Corporation. This should have referred to the proposed merger between Firestone and Borg-Warner. We apologise for this error.

TV Radio

* Indicates programme in black and white.

BBC 1

12.45 pm News 1.00 Pebble Mill, 145 Playboard, 3.20 Pobol Y Cwm, 3.55 Regional News for England (except London), 3.55 Play School, 4.20 Winsome Witch, 4.25 Jackanory, 4.40 Screen Test, 5.05 John Craven's Newsround, 5.10 Grange Hill, 5.40 News, 5.55 Nationwide (London and South East only), 6.20 Nationwide, 6.50 The Osmonds (London and South East only), 7.20 Blake's Seven, 8.10 Dallas

Weather

9.00 News
9.15 Play for Today
10.15 Missing
11.05 Tonight
11.45 On the Rocks
12.10 am Weather / Regional News

All Regions as BBC1 except at the following times:

Wales—5.55-6.20 pm Wales Today, 6.50 Heddwch, 7.10 Pobol Y Cym, 7.40-8.10 A Question of Sport, 11.45 Dechrau Diarad, 12.10 am News, Weather for Wales.

Scotland—5.55-6.20 pm Reporting Scotland, 6.50-7.20 Songs of Scotland, 11.05 Tuesday Night, 12.10 am News, Weather for Scotland.

Northern Ireland—3.55-3.55 pm Northern Ireland News, 5.55-6.20 Scene Around Six, 6.50-7.20 As I Roved Out, 12.10 am News, Weather.

BBC 2

10.30 am Worktalk
11.00 Playschool
11.30 pm The Business World
3.00 Crime Writers
3.30 The Living City
4.00 Conversations
5.00-5.40 Open University
6.30 The Great Egg Race
7.35 The Master Game
8.05 Evening News
8.05 Event Horne
8.00 Call My Bluff
9.30 Man Alive
10.20 Count Dracula
11.15 Late News
11.30 The Old Grey Whistle Test

LONDON

9.30 am Australian Sea Lion, 9.45 Spiderman, 10.10 Wild Canada, 11.05 Bonc 12.00 Yes No, 12.10 Dolly Daisy, 13.30 The Cedar Tree, 1.00 News plus FT Index, 1.20 Thursday, 1.30 Court, 2.00 After Noon Plus, 2.25 Tuesday Mainline, "White Feather," 4.20 Michael Bentine's Potty Time, 4.45 Magpie, 5.15 The Brady Bunch, 5.45 News, 6.00 Thames at 6, 6.25 Help!, 6.35 Crossroads, 7.00 Give Us a Clue, 7.30 Charlie's Angels, 8.30 Room Service, 9.00 Strangers, 10.00 News, 10.30 Helmut Newton, 11.30 Lou Grant, 12.25 pm Close: a painting by Leonardo da Vinci, 1.00 Music by J. S. Bach

All IBA Regions as London except at the following times:

ANGLIA

9.30 am Canada—Five Portraits, 10.25 Walking Westward, 10.50 Dave's Sing-along, 11.15 Percy Thrower's Garden of the South, 11.45 Oscar, 11.55 The Sweet Sugar Doughnut, 1.20 Houseparty, 2.25 Romeo, 3.00 Heart, 3.30 The Entertainer, 4.00 Boppy, 4.45 Doctor Who, 5.15 Our People, 6.00 Police Surgeon, 12.25 am So You're Lonely.

RADIO 1

(S) Stereophonic broadcast, 5.00-5.45 News, 6.02 News, 6.05 Teas, 6.08 Peter Powell, 11.31 Paul Burnett, 2.00 pm Tony Blackburn, 4.00 Andy Peebles, 5.30 Newsbeat, 5.45 Bill Jenson, 7.30 Radio 2, 10.02 John Peel (S), 12.00-2.04 am As Radio 2.

RADIO 2

5.00 am News Summary, 5.02 David Allen (S), including 6.15 "Pause for Thought," 7.00 "The 100 Club," 8.27 Racing Bulletin and 8.45 "Pause for Thought," 10.02 Jimmy Young (S), 12.15 "Pete's Walk," 12.30 Pete Murray's Sports Desk, 2.30 David Hamilton (S), including 2.45, 3.45 Sports Desk, 4.45 Weather, 5.00 Sports Desk, 6.00 John Dunn (S), including 6.45 Sports Desk, 6.45 Sports Desk, 7.02 On the Third Beat (S), 7.30 Folk & Roots, 8.00 "The Saturday Night," 8.02 Ian Wallace presents Those Musical Years (S), 9.05 Sports Desk, 10.02 Laughter in the Air (Z), 11.00 "The 100 Club," 12.00 News Round, 12.00 News Summary.

RADIO 3

4.55 am Weather, 7.00 News, 7.05 Overline (S), 8.00 News, 8.05 Morning Concert (S), 9.00 News, 9.05 This Week's Composer: Purcell (S), 10.00 Beethoven (S), 10.40 Song Recital.

SICILY SPECIATIONS

K M Q U E D R T
A D A M A N T C O M B I N E
M F T U E P
E A P S W E L L H E M E L E D O
Q A D R I N
G A G M E S M A W S L O W
K N D P E R A L H
H E A R S A Y S T U D O
A P E D S T E R W M M A C E
P E R F I C T I V E
E M E M I E S L O S E L I A
A G O C S O N E
L I S T A M D E R F R A Y E D

ACROSS

1 Somewhere, where bluebirds fly in song (4, 3, 7)
10 If, turning north a learner could be last (5)
11 Nocturnal person—or a bat? (5-4)
12 Way pointless pencil could provide many copies (7)
13 Frog family ran with unusual speed (7)
14 Note for medicine? (5)
16 Game that's wrong to make money on (9)
19 Cook put part back where water is released (5-4)
20 Tender fish (5)
22 Told positively when certain with first of details (7)
23 Former model could be an informant (7)
27 Washerwoman the French distort (19)
28 Rowing from one in an arm (5-8)
29 Dumbfounded and marvels at deception before turning north-east (8-8)

DOWN

2 Retribution e.g. can even change (9)
3 Artefact hidden in barrel I concealed (5)
4 Steering device to cope with river-mouth bank (8)
5 Boy mentioned at end of message is not at home (6, 5)
6 Motive in canvas I take on (9)

SOLUTION TO PUZZLE

No. 3860

7 Dazzle that could stop the view (5)
8 Bird, wily about leader of gunmen, gets on (7)
9 Compensate for the printing method (6)
10 University starting classes on radio dialogue (9)
11 Same French newspapers or agent for reducing activity (8)
12 Changes, hat in place of admission (9)
13 Everybody in the display may be superficial (7)
21 Student loses a pound but is making money (6)
23 Encourage Pole to reject with contempt (5)
24 Doctor on eastern ship is to put bandages on (6)
26 Vessel I caught in terror (5)

SOLUTION TO PUZZLE

No. 3860

10.00 News Briefing, 6.10 Farming Today, 6.25 Shipping Forecast, 6.30 Today, Magazine, 6.45 Prayer Book, 7.00 6.00-7.00 Music at St. George's, Bristol, 8.15 Quartz of Wind (S), 3.45 Stomp It, 7.30-8.30 News Headlines, 7.45 Thought for the Day, 8.45 I Can't Stay Long, 9.00 National Times, 10.00 Service, 10.45 Morning Story, 11.00 Third-Minute Theatre (S), 11.30 Late Night London, From 12.00-As Radio 2.

BBC Radio London

6.00 am News Briefing, 6.10 Farming Today, 6.25 Shipping Forecast, 6.30 Today, Magazine, 6.45 Prayer Book, 7.00 6.00-7.00 Music at St. George's, Bristol, 8.15 Quartz of Wind (S), 3.45 Stomp It, 7.30-8.30 News Headlines, 7.45 Thought for the Day, 8.45 I Can't Stay Long, 9.00 National Times, 10.00 Service, 10.45 Morning Story, 11.00 Third-Minute Theatre (S), 11.30 Late Night London, From 12.00-As Radio 2.

RADIO 4

6.00 am News Briefing, 6.10 Farming Today, 6.25 Shipping Forecast, 6.30 Today, Magazine, 6.45 Prayer Book, 7.00 6.00-7.00 Music at St. George's, Bristol, 8.15 Quartz of Wind (S), 3.45 Stomp It, 7.30-8.30 News Headlines, 7.45 Thought for the Day, 8.45 I Can't Stay Long, 9.00 National Times, 10.00 Service, 10.45 Morning Story, 11.00 Third-Minute Theatre (S), 11.30 Late Night London, From 12.00-As Radio 2.

RADIO 3

4.55 am Weather, 7.00 News, 7.05 Overline (S), 8.00 News, 8.05 Morning Concert (S), 9.00 News, 9.05 This Week's Composer: Purcell (S), 10.00 Beethoven (S), 10.40 Song Recital.

5.00 am Weather, 7.00 News, 7.05 Overline (S), 8.00 News, 8.05 Morning Concert (S), 9.00 News, 9.05 This Week's Composer: Purcell (S), 10.00 Beethoven (S), 10.40 Song Recital.

5.00 am Weather, 7.00 News, 7.05 Overline (S), 8.00 News, 8.05 Morning Concert (S), 9.00 News, 9.05 This Week's Composer: Purcell (S), 10.00 Beethoven (S), 10.40 Song Recital.

The disc player comes into its own

MOVING PICTURES on a television-screen can be derived now from a variety of pre-recorded media—35 mm and 16 mm film, videotape self-contained in a cassette, video discs, even a sheet of square photographic film in which the electrical signals of the programme are encoded as microscopic density variations. The video industry, constantly befuddled with standardisation problems, is at least agreed on one thing: a single name, videogram, to cover the various media that the customer addresses in at least one case coming from a truly rental company which provides videocassette machines).

The word is going to crop up a great deal in 1979. On the Continent, Polygram, the Philips-Siemens partnership is just one of many companies now stockpiling material for the videogram market; likewise EMI, IPC, Intervision and others in the UK, and in the U.S., MCA (which owns Universal Pictures), RCA, and familiar family entertainment names like Walt Disney and 20th Century-Fox. The kind of material being made available ranges from box office movies like *The Graduate* to obscure films on angling and golf which may be at times the last pickings left in the mad scramble that distributors have experienced in acquiring the rights of existing material.

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Continent, Polygram, the Philips-Siemens partnership is

already witnessing the first signs of the videogram market, with direct mailing telling them of programmes available from some of the distributors in the customers' addresses in at least one case coming from a truly rental company which provides videocassette machines).

This is necessary if the chicken-and-egg problem is to be solved—if, indeed, there is a market at all—for pre-recorded videocassettes. Many domestic users to whom I have spoken use their machines for recording TV programmes for later viewing and there are few signs of a rush to buy or rent programmes.

The most promising sector of the pre-recorded market started in part earnest on December 15 when, at last, the Philips/MCA video disc player went on sale in Atlanta, Georgia. "Additional markets" will be added throughout the U.S. during 1979. Price of the players, originally expected to be somewhere between \$500-\$600, has turned out to be \$695—a figure still competitive with videocassette machine prices in the U.S. which drift around \$900.

For the videogram distributors, the disc must offer the real promise for mass sales be-

cause it costs less than some

paperback books. For the

Atlanta launch of the player, handled by the U.S. Philips subsidiary Magnavox, programmes are being supplied by MCA for as little as \$5.95 for shorts, and \$15.95 for two-hour feature films (and "very recent" includes Jaws

as well as the new medium

is a qualified success. Yet it is

still too early to judge because

the penetration of videocassette

machines is at least five years

on saturation point.

The sponsored film industry

traditionally user of 16mm film—is eyeing these developments with uncertainty. Shell UK is one of the handful of industrial sponsors which have added to their libraries a choice of videocassette copies alongside the 16mm prints. Over a two-year experimental period, Shell UK have issued 1,300 cassettes

on loan—as well as 16mm prints

and regard the new medium

as a qualified success. Yet it is

still too early to judge because

the penetration of videocassette

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on saturation point.

For one very senior executive

in the BBC, however, the video

cassette has introduced a new

curse in his life. "Once upon a time I could avoid comment by claiming I'd missed such and such a programme last night; now I have no excuse and have to get up at 6 am each day to

view a pile of yesterday's cassettes."

The final accolade must come

from a hard-bitten commentator, knowledgeable of developments just around the corner: I have finally relented and now run a machine myself.

How did I manage for so long without one?

Yet the TV rental companies may well be renting or selling video discs along with the machines, and Radio Rentals are already experimenting with this idea. A point worth noting is that their business is a High Street one—their strength is a network of retail outlets backed

going rate in Central London for those who shop carefully.

My own staff poll suggests

great enthusiasm especially

when they are used in the family as a TV "time shift" machine. It relieves family congestion avoids conflict with the children over which programme

to watch and even encourages repeated viewing of outstanding movies and TV programmes.

The picture quality of the machine is very acceptable and the 16mm prints. Over a two-year experimental period, Shell UK have issued 1,300 cassettes

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One idea proposed for indu

trial film sponsors is that they

should provide free copyright

access to their sellers of blank

videocassettes; since the tape

can be erased by the user, why

not sell it with a free pro

gramme already on it? (Shell

THE ARTS



Some pictures of the year—*Akt* by George Grosz, which was shown at the Dada and Surrealism Retrospective exhibition; *Madame Matisse* by Matisse, seen at "20th Century Portraits" at the National Portrait Gallery; and "Head of a Girl" by Lucian Freud. Also an advertisement for art

The visual arts in 1978

by WILLIAM PACKER

The last year has been unusual for the visual arts so far as the visual arts are concerned, if it is innovation that is required, for no new stars have appeared in our firmament, no signs or portents given to us of great things to come, no young lions to be found strolling calmly through the streets of the capital, which is, nor all to say that the year has been lacking in interest or diversion. Quite the reverse in fact. But, looking back, it is now clear that the important and memorable things have been historical or consolidatory, sometimes indeed both together. In the wider sphere of 20th century study especially, we have been treated to a number of major expository shows, here and abroad, while with art that is actually current we have seen reputations confirmed, rather than made.

With the art of the further past our breath has repeatedly been taken away by the sheer magnificence of it all, quite apart from the new insight that my particular exhibition might afford. A year that began with tour at the Royal Academy, splendidly and delightfully supplemented by Mr. Mellon's

Rowlandsons, continued with Cézanne in Paris and Monet in New York, and finishes here with Moroni at the National Gallery, Lely at the National Portrait Gallery, Blake newly installed at the Tate, and, most remarkable and ravishing of all, the great Holbein exhibition at the Queen's Gallery, cannot in fairness be thought to be

entirely bad.

Others, too, spring to mind: Giambergia in Edinburgh and London, the lithographs of Degas, Laurec and their peers, and more recently the drawings of Reynolds and Gainsborough at the British Museum—and the list could well go on. All these shows I have seen, though it has not always failed to me to cover them for you, but my distinguished colleagues, in the first place Denis Sutton, whose retrospective from these pages, is trust, not yet absolute, and David Piper and Roy Strong do rather more than supply any deficiency, and from them always happy, and often rewarded, to defer to their scholars.

I have not calculated the number of exhibitions I visited in the course of the year, but a safe guess would put it well above 200, enough probably for London alone. It is impossible to say everything worth seeing, let alone to write about it, and

the choice of a subject is often made quite arbitrarily, the result of a chance visit, perhaps, or a lucky dip into competing priorities. Many of the omissions I deeply regret: Bob Law, after the mailing he had taken the year before, deserved proper notice of his retrospective at the Whitechapel, which made admirable sense of the extremes of subtlety and simplicity in his work; Dick Lee, too, should have drawn a wider public to Camden, to see the relief and collage notices he makes for the exhibitions of his friends' work, and to savour the sharpness of the commentary thus made on style, preoccupation and physical idiosyncrasy. I also wish now that I had made some comment on two shows at Browse and Darby, one the paintings of Anthony Eytoun, and more recently the watercolours of John Selway and Norman Adams. Adams' work is being especially beautiful and distinguished. *Mea culpa.*

At the age of 80 Henry Moore was the year's outstanding individual, and quite rightly so. He has been feted around the world, his work installed by the Americans in the place of honour, an achievement in itself, commanding the entrance to the magnificent extension to the National Gallery in Wash-

ington. Yorkshire treated him in an excellent exhibition in Bradford; and in London his drawings and sculpture occupied a great deal of the Tate, Fischer put on an exquisite show of carvings, and at the Serpentine Gallery, and on the slopes of Kensington Gardens all around, the Arts Council set out a major, definitive statement on his life's work. Here we could see the work of a great artist in ideal circumstances, and although philistine friends felt bound to complain, and still rumble on, at last it seems from the general response that the public have grown used to, and thus to accept, Mr. Moore.

We are indeed privileged to have him among us, but not only him: for we have always produced significant and important artists, though ever reluctant to set them at their true worth. Much work has been done lately to make us look again at the art of the recent past, and this year it was Stanley Spencer's turn, with two small but important dealers' shows, at Anthony d'Offay and the Piccadilly, and the Tate bringing him into the light in its reorganised hang. Spencer is too little known abroad, and it is right, just as it is with Gwen John and Sickert and others, that policy should now incorporate him

within the international collection. Living artists, too, were duly celebrated. Moore apart, and d'Offay's small exhibition of Lucian Freud early in the year remains one of the most powerful in the memory. There is no better painter anywhere at the moment than Freud, at least that I know of, yet he remains, after a long career, but a coterie celebrity at home (not that he is likely to complain of that) and apparently little known abroad.

He did not do too well in New York, I understand; which is at once curious and not in the least surprising. To the English visitor New York can be extraordinarily exciting, for its art life is as concentrated and active as all its other lives, and taken as seriously. The galleries have even become part of the tourist round (which seems unlikely to happen here), crammed full at the weekend, especially down-town around West Broadway. In so-called Soho, where even on a wet Wednesday morning one is likely to find oneself caught up suddenly in a coach-load of blue-clad matrons. As the poster across the road from the Broome Street Bar so neatly puts it: we never knew Art could be so much fun. And yet, most oddly, though it seemed to be

attracting little notice in the general hubbub, the best of the Art I saw during my two visits was predominantly British: John Walker, Bridget Riley, Alan Green, Anthony Caro, Richard Smith, Sean Scully, John Hilliard. A strong British presence is maintained, and yet such is New Yorker parochialism, the forthcoming show of British Art at the Guggenheim will doubtless be received with some surprise. But New York and Art are most certainly fun, and I remember with gratitude the Monet at the Metropolitan, Matisse at the Museum of Modern Art, and Rothko and the Abstract Expressionists at the Guggenheim and the Whitney.

But back to London, and to the Hayward, where Frank Auerbach was another individual to stake a claim for consideration at the very highest level. His work is difficult and demanding, and the full retrospective was in consequence invaluable, making clear each development and shift of emphasis, and the very real power and authority that inform the work.

The Hayward indeed has drawn us to its ample bosom repeatedly throughout the year, though not always to quite the same effect. The Hayward Annual was as questionable, if

not quite so actively controversial as ever, but, as an egg, it was fairly kind to the Curate; and I am glad that the series seems now to be established. The Jasper Johns retrospective was fascinating and useful, but it raised many doubts about Johns' present position as an artist, confirming his precocious achievement, but indicating a sad falling off over the past dozen years or so. But the twin peaks of the Arts Council's year face each other across the 12 months, for 1978 came in with the bang of Dada and Surrealism, an exciting and ambitious enterprise that opened many eyes. In certain respects the organisers over-reached themselves, for opportunities were missed, and ends left loose: but it was a brave and worthy effort, and a qualified success. And now we have the Neue Sachlichkeit exhibition, that moves into an area exposed, then, and now succeeds by its very concentration. Our view of Otto Dix in particular will never be the same again.

There is much else that could, perhaps should, be said, but I shall end simply with a list of sorts. We saw the two Stubs, thank goodness, Twentieth Century Portraits, at the National Portrait Gallery, brought together some mar-

vellous things, including Madame Matisse from Lenin-grad. The National Gallery put the great Veronese, The Family of Darius, on display by itself, which was a memorable treat. The Poussin, an equal treasure, was destroyed and miraculously all but restored. Matisse at Marlborough, Bonnard at Lefevre and Seurat at David Carroll were all quite splendid. Mark Boyle carried our banner at Venice with great spirit. I look back with pleasure on the paintings of Allen Jones at the ICA, the attentions of the sisterhood notwithstanding; and I look back with respect on the work of Rodrigo Moynihan, shown most sympathetically by the Royal Academy. And there are Anthony Caro, Stephen Buckley, Martin Naylor, Barry Flanagan, Nick Monroe, Michael Mayer, William Pye and Carel Visser; but I must stop.

We who live in this country, more particularly in London, are most fortunate in the quality of the art that is put before us, whether it is by the labour of the artists themselves, or by the assiduity and discrimination of dealers and curators. It is a fund hope, I know, but perhaps we might bring ourselves, in 1979, to give them all rather more of the support that they not only deserve, but desperately need.

Aachen

Königskinder

by ELIZABETH FORBES

Opera houses are as numerous as steel works along the Ruhr, and in the general area of North Rhine and Westphalia; and, unlike the steel works, they were all in full working order during the period between Christmas and New Year. Though the average music and theatre-loving inhabitant of, say, Wuppertal, would be unlikely to visit Dortmund or Bochum, content to see and hear the works provided by his own subscription series, a comprehensive network of trams and local trains, above and below ground, links the cities, so that the itinerant visitor can choose a centre, such as Düsseldorf or Essen, and visit a different opera house every night.

Gelsenkirchen yielded an imaginative production of Verdi's *Don Carlos*—the five-act version—by the young Swedish director Göran Jarnefelt, whose ideas, even when they don't quite come off, are original and meaningful. His solution to the auto-de-fe scene, for instance, is highly ingenious, though not totally successful in performance. Hagen offered a brand new *Salomé*, produced by Manfred Schnabel, that was notable for some splendid singing in the three main roles. Rose

Wagemann is a Salomé who can project every word of the Wilde/Lachmann text on a smooth vocal line; Hugh Beresford's Herod is equally clear in diction and powerful of tone; and Willi Nett makes a fervent Jokanaan whose prophecies ring with conviction.

At Duisburg, which shares the Deutsche Oper am Rhein with Düsseldorf, Puccini's *Turandot* (sung in Italian) was expertly conducted by Alberto Ercole. In the title role Anna Jaruška, though unimposed, sounded impressively secure and monumentally loud—in the Riddle scene, William Holley as Calaf sang with resonant tone if little subtlety; Rachel Yakar made a touching Liu, while the trio of Masks was excellent. Essen's

newly enjoyable *Gräfin Mariza*, newly produced by Birke Brück and designed by Ekkehard Krüger, provided the week's light entertainment. Kalman's operetta has a score second only to the same composer's *Cardinal fürstin* for elegance and melody, and it was performed with infectious high spirits.

But Aschen undoubtedly won the prize for rarity, value with Humperdinck's *Königskinder*. Even in Germany this opera, which had its premiere at the Metropolitan in 1910, is seldom sung; but Humperdinck lacks

revived. Every Christmas brings a spate of performances the world over of *Hänsel und Gretel*, and the unerringly dramatic appositeness of Strauss, while comparison with the Hagen *Salomé* unkindly exposes the weakness of Humperdinck's theatrical instinct.

Nevertheless, *Königskinder* has many fine moments, notably the duets for the Royal Children, and the music for the Spielmann, a minstrel who is the first to recognise the Goose Girl's royal blood. The Aachen orchestra is in the respectable class; luscious violin solos and harp glissandi are adequately played, while the conductor,

Peter Berne, balances stage and pit with the expertise of a juggler. Janis Orenstein makes a sympathetic Goose Girl and Richard Lindskog sings strongly as the King's Son/Swineherd. Ger King's Spielmann is an accomplished portrait, while Jane Henschel does well as the Witch. As the Woodcutter and Broombinder who symbolise the narrow, provincial outlook of the burghers, Gustavo Halley and Jerrold van de Schaaf are unfailingly mean-spirited. The chorus gives enthusiastic support.

The Round House in Chalk Farm, London, will play host from February until July to the Royal Exchange Theatre Company of Manchester in a season of three productions already seen by Manchester audiences. The three shows are to be: Michael Horner in *The Oracle* of Gilbert and Sullivan, adapted from Evelyn Waugh by Ronald Harwood (February 14-March 17); Edward Fox in T. S. Eliot's *The Family Reunion* (April 18-May 12); and Vanessa Redgrave in Ibsen's *The Lady From the Sea* (May 16-July 7).

This exciting venture, which will showcase one of the nation's leading repertory companies, coincides with major structural alterations made at the Round House in order to improve facilities, acoustics and the entire shape of the auditorium.

The new Round House has been made possible by the tenacity of its artistic director, Thelma Holt, as well as by important contributions from the GLC, various charities and the design of Richard Negri, who is also responsible for the

hardly Brahmsian). The voice is large—in full cry sometimes uncomfortably large for this hall, and certainly too large for Brahms, is featured at the Wigmore this season, and Miss Palmer offered six mostly unfamiliar songs of his. "Lerchengesang" and "Abenddämmerung" floated beautifully on her warm mezzo-soprano (though Constable's dry, clipped touch in the latter song was

too forcibly: it became a desperate *scena*, which the composer cannot have intended. Satie's *Trois Mélodies* of 1916 have only recently been welcomed into the repertoire, and they proved to suit Miss Palmer and Constable to perfection. They have an English humour, despite Satie's nearly untranslatable French texts, and here the comic bemusement was detectably wedged to a flawless sense of phrase-length and weight: Miss Palmer took a proper cabaret licence with "La Vie de l'Empereur," not only funny but rather touching: Satie would have been ravished.

By the second half of the recital Miss Palmer was scaling her generous instrument more judiciously to the circumstances. If Britten's *Conte* "I sounds curiously sexless with a soprano, it was delivered with cool conviction. Her sympathies were fully engaged, however, by Faure and Satie. The elegant mockery of Faure's "Mandoline" was exactly hit-off, and unusually full-blooded accounts of "Les Bœufs," all passionate yearning, and "La Rose" revealed the intensity that Faure's seemingly mild idiom permits. Only "Fleur jetée," pressed the limits of the style

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Tuesday January 9 1979

Strikes and the law

FOR THE third time in a decade, public impatience with the disruption caused by strikes is pushing the country's politicians towards an attempt to change the rules. Mrs. Thatcher, in trying to harden her own party's line on this question, used the time-honoured formula that public opinion is making embarrassing demands on policy; she put forward some tentative proposals, and called for a Great Debate.

Experiences

Sensible proposals are likely to emerge only if the debate is open and rational. This will not be easy to achieve. Both parties have been so frightened by their experiences of previous attempts to challenge trade union rights that except at times of crisis, they are reluctant to discuss the subject at all. The ideas which emerge under the pressure of crisis are not likely to be carefully considered. For example, Mrs. Thatcher's proposal that short-term social security benefits should be taxed is obviously sensible in principle—so much so that it was legislated in 1948, and has been repeatedly considered by later Governments, including the present one. However, it appears to be near-impossible administratively under the present PAYE system. It is unlikely to be enacted.

The starting point for constructive proposals must clearly be an analysis of the problem. This is normally presented at the moment as one of a balance of power and of economic cost between employers and unions or labour. Employers cannot afford to resist strikes, employees lose little by them, and so the economy is prey to any union willing to exploit a monopoly position or to any ill-disciplined group of militants.

However, this view is surely very superficial. It presents the unions as irresistibly strong at the bargaining table, but too weak to control their members—incompatible views which simply overstate the extremes of the problems experienced in real life. Most unions are to some extent responsible and to some extent cohesive. The aim should be to improve performance in both respects.

The other popular generalisation is that the problem is one of strikes—a view which leads to proposals to attack strikers economically. This is again misleading. The problem is one

Strong opposition from other

generals arguing that Thailand would be next in line for Vietnamese encroachment unless a tough stance is taken now.

Less immediately affected, the other members of the Association of South East Asian states (ASEAN) will now nonetheless treat Vietnam with increasing suspicion and be less disposed to enlarging trade and diplomatic exchanges. They will not forget in a hurry that Prime Minister Pham Van Dong's professions of peace and friendship during his recent tour of the ASEAN countries were followed first by the Treaty with Russia and then by the invasion of Cambodia.

There seems no immediate danger that the Vietnam-Cambodia conflict will spill over into a larger war. China, Russia and the United States have no wish to get involved in another costly morass in South-East Asia. With the fall of Pol Pot's regime the Chinese have received a serious blow to their prestige in the region—only partially offset by the satisfaction of being able to brand Vietnam as an aggressor nation. The Russians seem content with the feather in their cap that Vietnam's success has brought and with their new foothold in South-East Asia.

Overthrow

As in 1975 with the takeover of South Vietnam, Hanoi has demonstrated that it has a remarkably efficient military machine and is ruthless in using it. Once the Vietnamese leadership had decided that Pol Pot's Cambodia was an irritant that had to be eliminated, they planned its overthrow with meticulous care. There can be no pretence that the invasion was carried out by a liberation force of dissident Cambodians. It was an act of aggression against a neighbouring country that is not mitigated by Pol Pot's regime being probably the most inept in the world.

Vietnam's new demonstration of power is bound to cause alarm throughout South East Asia. The country most seriously affected is Thailand which now faces the prospect of a powerful, potentially hostile Vietnam on its borders and a further influx of refugees from this new Indo-China conflict.

The immediate dilemma before the Thai leadership is whether to accept the new Cambodian government as an unpleasant fait accompli or whether to encourage resistance to it including letting China transmit supplies to Khmer Rouge guerrillas through Thailand.

The policy of General Kriangsak Charnavan, the Thai leader, has been to seek improved relations with Vietnam and he is likely to continue with this. But he could run into

which at the moment expresses itself in terms of strikes; but if penalties were heaped on strikers, any experienced shop steward knows a dozen other ways to cause expensive disruption.

What may be nearer the truth, in some cases at any rate, is that militants, working through mass meetings, can push workers further than they really wish to go. The encouragement of secret ballots could well be helpful; but it is certainly not a panacea.

There remain two problems which are not so widely discussed, but which are in different ways central to our present discontents. The first is the speed and effectiveness of existing union organisation and disputes procedure. The second, and very different problem, is the growing tendency of militants in the last decade to try to ensure that every dispute causes the maximum damage to the public in general rather than simply to their employers.

The British tendency to strike first and negotiate afterwards, and the general prevalence of unofficial action of all kinds, is quite largely the result of slow and cumbersome union organisation, and inappropriate union structure. The dream of structural reform has persisted so long, and been so comprehensively disappointed, that it is hard to feel much enthusiasm than simply to their employers.

Aggressive approach

But this expansion will also depend on major developments in many other areas—such as new equipment, improving punctuality and quality of service, starting new routes, and improving the overall quality of marketing, and trying to raise the level of staff productivity.

From now on, therefore,

the airline is likely to be much more aggressive in all aspects of its operations. Recently Mr. Gerry Draper, director of commercial operations, said that initial plans for 1979 included new routes to Seoul in Korea, and perhaps also to Peking. The airline resumes Concord flights to Singapore on January 24, in partnership with Singapore Airlines, and starts subsonic flights with Concorde to Dallas/Fort Worth along with Braniff on January 12. New cheap fares to Australia start on February 1, while more cheap fares to Europe are being introduced steadily.

Bluntly British Airways' view

is that times are changing fast, and the airline has to change with them in order to survive. As Mr. Draper says: "The days of government protection are numbered, if not over. We must face up to the fact that we shall have to be ready to meet the world of fierce and free competition. Where only the most efficient airlines will survive. Our aim is to carry twice as many passengers, cargo and mail in 1986, but with no increase in today's manpower and resources costs, in order to be competitive."

The airline's thinking along

these lines began last spring, when it set up a small Strategic Steering Group to evolve a

policy for the 1980s. Headed by Mr. Roy Watts, director of finance and planning, it has worked all summer and into the autumn, and is now beginning to put its ideas into practice. The group based its studies on what the airline would have to be like in 1986, simply because that is the year by which all its older, noisy jets will have to have been phased out by law. And a new fleet put into service. It also happens to be a convenient point in the mid-1980s when some current trends, such as rises in fuel costs and other items, and the effects of cheaper fares, should be seen more clearly.

Called its "Open Skies" policy, this is the airline's bid to reshape itself to meet the era of mass travel that lies ahead. Last year 673m passengers flew on scheduled services run by the airlines of 143 countries in the International Civil Aviation Organisation, including the Soviet Union. This figure is expected to rise by an average 8 per cent or so a year through the 1980s. Basically, BA is aiming for expansion, so that by 1986, will see it carrying about 27m passengers a year, against the present 16.3m, and handling some 400,000 tonnes of cargo, against the present 190,000 tonnes.

The key to much of this expansion will be cheaper fares. It will be carrying most of this traffic at very cheap rates, perhaps as much as 40 per cent less than present rates on short-haul routes, and possibly even cheaper on long-haul routes.

All this should be creating a demand for air travel, especially at the lower-income end of the scale. In Britain, the airline foresees package holidays doubling from 3m to 6m a year, with one in nine of the population taking such a holiday, against one in 18 at present.

Expansion of business travel will be less marked. In the UK air travel will be facing more competition from high-speed trains, and there will be more hovercraft and hydrofoil services across the Channel—and there may even be a Channel Tunnel. There will be more executive aircraft, and the growth in advanced TV communications systems will be dramatic. All this indicates that businessmen may not be travelling quite so frequently by air-line.

The impact of these developments on the airline is that while there will undoubtedly be more passengers than at present, a much higher proportion of them will be leisure travellers, which in turn implies that in order to stimulate such traffic, fares will have to come down steeply. But, at the same time, competition will have increased enormously.

"It possibly won't be a very comfortable environment," says Mr. Watts, "but it will be a very healthy one, and I think it will be good for the industry as a whole. In general, the going rate for any given journey will be the rate that the most efficient carrier in the market can afford to charge, and there will be very little to stop him charging it... The efficient, the adventurous and the imaginative will have things very much their own way."

The tariff for the low-fare market will be determined by the costs of the most efficient

operation, so that fares could come down on short hauls by as much as 40 per cent, and on long hauls perhaps by as much as one-quarter.

As a direct result of low fares and free competition, the passenger market will be very nearly double what it is now, having grown by about 8 per cent a year.

He believes that the cargo market under the stimulus of the same competitive forces will have expanded even faster.

But, the passenger market will be sharply divided. While the business traveller will remain important to BA, he will represent only about 20 per cent of total traffic compared with about 50 per cent now—but, as today, he will be looking for high-quality, high-frequency service, with readily available seats at a relatively high fare.

The majority of passengers, however, will be leisure travellers, ready to accept a limited choice of flights, with simple seating and meals service, and very basic ground facilities, provided the fare is cheap enough to enable them to make journeys they might otherwise not have contemplated.

In BA's view, the bulk of this low-fare traffic will come on the long-haul routes, largely because this is where most people appear to want cheap fares, and also partly because the long-haul routes will be freed from land or sea competition. As a result, BA foresees long-haul traffic perhaps doubling by 1986, with the growth in short-haul routes much lower, at about 72 per cent.

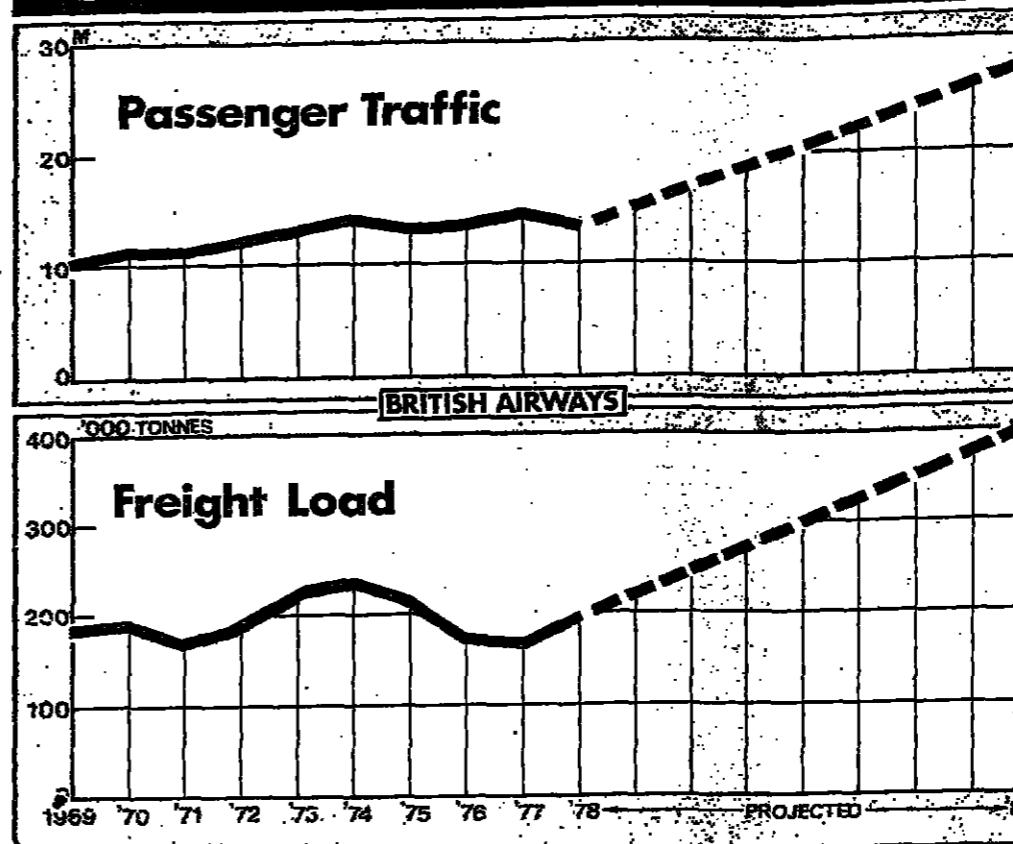
These developments will bring their own problems. Fuel costs are bound to rise. Airports will come under increasing strain, and there will have to be major steps to speed the flows of passengers and cargo through terminal buildings. Air traffic control will need to be improved to cope with the increased numbers of aircraft, while the tourist "infrastructure," such as hotels and ground transport, will have to be improved. There could be a serious shortage of skilled labour in all these fields, making it more difficult to achieve the improvements that the mass travel era will require.

This is only a brief scenario of the future as seen through British Airways' eyes. What is it doing to meet this challenge?

First, it is now closely studying its costs, to see where and how it can get them down. This is crucial, because with the enormous increase in passengers, the overall yield—that is, the amount of cash the airline gets from carrying a passenger for a given distance—will drop sharply because of cheaper fares. Thus, by 1986, the airline can see its short-haul yield cut by 42 per cent, even though it will be carrying 20m short-haul passengers against today's 12m. On long-hauls, its yield will be down by 28 per cent, although its traffic in this area will be up from the present 4.3m to perhaps 7m.

Mr. Ross Stainton, chief executive of the airline, says that "it is clear the airline is going to have to bring in some equally dramatic reductions in its costs simply to stay where it is."

THE SHAPE OF THINGS TO COME



of up to 40 per cent on several major routes. But these do not go far enough to satisfy the critics who rightly argue that it costs more to fly to Athens or Istanbul than to New York. The cheap fares now introduced are all off-peak or "advanced purchases" in nature, and while they genuinely bring down the cost of travel for many people, they do not go far enough to stimulate the breakthrough that many European air travellers want to see.

British Airways, and other European carriers, repeatedly stress that costs in Europe are much higher than on long-haul routes, because of the greater number of landings and take-offs, which push up fuel bills and landing fees as well as enroute navigation and other charges. But the airlines, including BA, are not—in many passengers' minds—doing enough to reduce fares quickly, and it may well be that the European air fares scene needs the stimulus of an Alfred Kahn (former chairman of the Civil Aeronautics Board) or a Sir Freddie Laker to achieve swifter action.

On long-haul routes, the cheaper fares to Australia are already being sold, and are experiencing heavy demand. On the North Atlantic, the "three-class" concept of service, first class and discount—according to the level of fare paid, seems to be working well with BA, and it may be introduced on other long-haul routes, such as the Far East. If next summer's results prove better than this year's, BA may well decide to separate the three classes into different aircraft—a revolutionary concept that could have a far-reaching impact on all transatlantic travel.

Finally, progress on revitalising the fleet is already under way. The airline has ordered 28 Boeing 737 short-haul jets, worth £180m, and 19 Boeing 757s, worth £400m. It is planning to spend another £500m on raising its 747 Jumbo fleet from 27 to 41, and its TriStar fleet from 15 to 24, all by 1984, with further expansion thereafter. Eventually, there may be a 60-seat Jumbo, which the airline has said it would be interested in buying.

Fleet numbers will not change much, remaining at about 200 aircraft, but because so many of these will be wide-bodied, the total passenger-carrying capacity will be up by about 70 per cent. The route structure will not change much, either, but some new points will be added—Seoul, Peking (perhaps with Concorde), Seattle and Western Canada, with perhaps also Manila and Djakarta.

Mr. Draper summarises it: "Success in a free market is not dependent on any super-human skills, but is simply a matter of ensuring our company is customer-responsive, and fast enough on its feet to keep pace with changing needs."

The Institute of Directors invites applications for the position of its next Director-General

Applications are invited for the post of Director-General of the Institute of Directors. The appointment will be for five years.

The successful applicant is likely to consider service in the management of a responsible post as being a natural stage in a developing career.

Candidates are most likely to be in their early 40s, and to have a reputation among their peers in their field of interest. They will probably be earning a salary of around £40,000 and currently holding a principal responsible position in commerce.

Candidates should have a university degree or an equivalent qualification, and some formal training or education is considered desirable.

International business experience, as well as knowledge of the UK industrial scene, is required. An attitude of friendliness and courtesy will be useful.

THE FUTURE OF THE INSTITUTE

The successful applicant will find that the Institute has made enormous progress over the last four years under the leadership of the present Director-General, Jan Huddleston. This is particularly true in the development of its international activities, where it does nearly 30,000 directorships in Britain and overseas. In addition important progress has been made in the value of its research and commentary on the role of its members as business leaders of the economy.

The Institute has recently completed the difficult task of moving its headquarters to 110 Pall Mall, where it is now poised to develop as a real business centre.

In the next stage of its development the Institute plans to consolidate these developments, its administrative structure, expand its services to members regionally as well as nationally and increase its activity in the international business scene.

New initiatives will take place to persuade governments and society as a whole of the wealth creating role of the director in the 1980s.

THE SCALE OF INSTITUTE ACTIVITIES

The Institute has a membership of nearly 30,000 which includes 7,000 overseas members. The Institute's main strength comes from the operation of its 120 branches in Britain and 80 organisations in 22 countries abroad. There is an annual turnover of £12 million and a staff of around 100. The Institute is well-known for its monthly journal, *The Director*, and its *Director's Year Book*, which are now run by BUPA, the highly successful British Employees Service. The Institute's *Service Overseas* scheme, which is a joint industry and government venture, is a newly developing Board.

The Institute has also established facilities in our new premises, the *Advisory Service*, the valuable library and research service, and the *Training and Education Services*.

APPLICATIONS

Applications for the post of Director-General of the Institute of Directors should be made in writing to the Chairman, Mr. David Rendell, Institute of Directors, 110 Pall Mall, London SW1Y 5ED.

Brookfield-Jones and Partners are advising the Institute of Directors on this appointment.

The shrewd mandarins of world shipping

THE HONG KONG Government each year publishes a review of its affairs. The 1978 edition runs to 281 pages. It describes, in considerable detail, everything from the British Crown Colony's stock exchanges to its policy on Vietnamese refugees.

It does not, however, even mention Hong Kong's 300 shipowners who between them are estimated to own 27m dwt of vessels—a healthy 6 per cent of the world fleet, making Hong Kong probably the sixth largest shipping centre in the world.

Moreover, this ranking is in the process of rising further because, at a time when major fleets in Europe—notably those of the UK, Norway and Sweden—are shrinking, the Hong Kong owners have been buying ships. Since July, according to Lambert Brothers, shipbrokers, they have committed \$250m for the purchase of 0.8m dwt of new ships in addition to snapping up at bargain prices, mainly from hard-pressed European countries, 72 vessels of 5m dwt at a cost of around \$265m.

These figures, of course, do not come from the Hong Kong Government, which when asked to fill the information gap in its own review, replied that it does not monitor the activities of its shipowners. Most of the information is a result of estimates made by private researchers.

This attitude is typical of the Hong Kong Government's laissez faire industrial policy, which is reinforced in the case of shipping by the fact that on international policy matters, Hong Kong's interests are represented by UK Government departments. It would be difficult for the colonial government, in any case, to interfere with an industry whose offshore structure makes it virtually tax-free. Combined with Hong Kong's geographical advantages—at the gateway to the growing trading area of the Far East, to

say nothing of its proximity to a China just starting to emerge as an international trading force—the governmental framework makes it an ideal shipping base.

Only one incident in recent times has caused some Hong Kong shipowners to regret the constitutional position. That was in the early 1970s, when Hong Kong's biggest shipping organisation, the Worldwide group, launched a campaign to establish an independent Hong Kong shipping registry or flag.

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Hogg Robinson up 5% in difficult first half

PROFITS BEFORE tax of Hogg Robinson Group, international insurance and reinsurance broker, rose 5 per cent over the first half year to £3.365 million. Turnover increased 18 per cent to £15m with insurance broking turnover up 11 per cent.

The results reflect a satisfactory half year's trading, the directors say, and despite the more difficult market conditions now being faced, they believe the full year will show a further improvement in profits.

The interim dividend is effectively raised from 2.7p—the previous total was equal to 4.14p pre-tax profits of £9.51m.

Commenting on the results Mr. Morris Abbott, chairman, says profits for the half year have once again been affected adversely by the continuing unfavourable currency conditions, while in Nigeria, the group is handing over 60 per cent or

DIVIDENDS ANNOUNCED

	Date	Corre-	Total	last
	Current	of	spending	year
	payment	div.	for	year
A. G. Barr	1.66	April 6	1.49*	2.41
Brown & Tawse	1.7	April 6	1.18	4.81p
Caplan Profile Group	3.35	—	3.29	5.35
Hogg Robinson	int. 2.7	Mar.	2.42*	4.14*
H. Samuel	int. 0.83	Feb. 2	0.73*	5*
Smith Wallis	int. 1.5	Feb. 14	1	3.42
Reo Stakis	1.5	April 23	0.5*	15
				0.69*

*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. Additional 0.073p now payable. \$Includes 0.008p payment following tax adjustment. ¶Includes additional 0.0225p now payable.

its equity to local participants under decree of the Nigerian Government thus substantially reducing the contribution to overseas profits.

The recent acquisition of 30 per cent of the shares in the U.S. broker, Market Service Inc., will not affect the current year's results but the chairman feels confident it will provide a welcome contribution to profits in future years.

See Lex

Caplan Profile expands 70% good start to current year

WITH PRE-TAX profits of Caplan Profile Group up 70.11 per cent at £1.11m against £0.625.655 in the year to August 31, 1978, and a 5.4 per cent increase in turnover from £4.02m to £6.23m, the board states that this was the most successful year to date.

Turnover and profitability increased by a record percentage, and every division within the group traded profitably including the most recent members, Profile Expanded Plastics, Canada, and Braemore Furniture.

Current production and sales are substantially in excess of the corresponding period which, if maintained, would result in another year of record growth in turnover and profitability.

After tax of £0.521 (£148,052), earnings per 10p share are shown to have jumped from 13.42p to 22.18p. The net dividend increased to 5.348p (4.78p) with a final payment of 3p.

The board reports that demand for the group's office equipment products grew steadily during the year assisted somewhat by the introduction of a number of new product ranges in the cabinet and seating areas.

In contrast to the previous year, Profile Expanded Plastics had an uninterrupted year of growth. This was due in part to the new upholstery division Braemore Furniture, and office seating divisions, all of whom utilised Profile's products with success.

Profile, states the board, is now beginning to obtain the benefits of the considerable capital investment incurred over the past

few years, while widening its technological lead over its competitors through the combination of intricate plastics technology with basic furniture production.

Profile Expanded Plastics, Canada, is now a wholly-owned subsidiary of the group and made an acceptable profit in its second full year of trading, during which time turnover was more than double that of the previous period. A 25,000 sq ft extension in its freehold premises was commissioned in June 1978 and completed by mid-September.

In the domestic upholstery division, Braemore Furniture, which started trading in February 1977, has experienced a dramatic rate of growth in its first full year of trading. It achieved a level of production by the end of the 1977-78 period in line with the board's most optimistic forecasts.

Braemore has been allotted a further 30,000 sq ft of production space which will allow it to more than double the current rate of production.

Mr. R. E. Ford, chairman, explains that three abnormal factors accounted for the reduction in profits for the six months: the Aylesbury factory lost the equivalent of a month's output because of industrial action.

And, both Negretti and Zambra GmbH in West Germany and Sekpara incurred losses, the former due to head office costs associated with the group's expansion programme and the latter as a result of post acquisition reorganisation.

He adds, however, that both these companies are now trading profitably.

Although the industrial dispute at the Aylesbury factory was settled in July, the resulting problems of unbalanced stocks and delayed sub-contracting are taking longer to resolve than had been anticipated.

And with investment in microprocessor technology building up, he says that the group's short term profits are likely to remain unexciting. However, the continuing improvement in order books and inquiries, particularly for MPC 80, supports the chairman's medium term growth prospects forecast at the time of last

A. G. Barr passes £2m mark

ANNOUNCING PRE-TAX profits of £2.01m against £1.18m for the year to October 31, 1978, Mr. Robin Barr, chairman and managing director of A. G. Barr and Co, Glasgow-based soft drink manufacturer, states that the high level of sales reflected the improvement in the returnable bottle business north and south of the border. This was despite the poor weather of 1978.

While sales of non-returnable containers—both bottles and cans—had increased, it had been difficult to achieve adequate profitability in this sector due to marketing conditions.

After tax of £0.922m (£922,000), earnings per 25p share are shown to have risen from 8.1p to 17.04p. A final payment of 1.6552p (1.49) net raises the total payment to 2.4052p, against an adjusted 2.1765p including an additional 0.0225p now payable.

Negretti & Zambra slumps mid year

PRE-TAX profit of Negretti and Zambra, measurement and control instrument manufacturer, slumped from £0.698 to £0.852 for the half year to September 30, 1978 on external sales ahead from £4.46m to £5m. Profit for the whole of the 1977-78 year was £2.53.170 against a previous £3.63.000.

Mr. R. E. Ford, chairman, explains that three abnormal factors accounted for the reduction in profits for the six months:

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year's rights issue.

Again there is no interim dividend but the directors are planning to introduce one for the 1979-80 year—last year's single payment was 3.635p net per 25p share. On the capital increased by the rights issue a loss of 0.3p per share is given compared with earnings last time of 1.7p.

● comment

Negretti may have medium-term growth prospects but its near-term outlook is not particularly bright. Its 74 per cent interim dividend is 3.635p net per share.

New projects are in progress and there is a continuous drive to seek out opportunities for further expansion, the directors say. They are satisfied with trading figures to date in the current year.

● comment

Rio Stakis has turned in a creditable performance. Profits growth for the year is 59 per cent, which compares with increases of about two-fifths and nearly a fifth respectively in the two previous periods.

During the year the company underwent some major divisional restructuring. In the hotel and inns division some high-turnover units were transferred to the wings and spirits side—now under the Haddon umbrella—while elsewhere, the company disinvested itself from its betting interests. All this makes direct comparisons difficult but the hotel and catering side continues to do well, although the bad

Reo Stakis profits soar 59% to record £2.8m

THE STEADY growth pattern of the Rio Stakis Organisation continued in the year to October 1, 1978, with turnover and profits reaching record levels.

With each division making a satisfactory contribution to the overall result, group turnover rose 38 per cent to £52.71m and profits before tax were up 59 per cent to £2.8m.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held at the place of business of the company.

Dividends are interim or final. Dividends are internal or final, and the sub-dividends shown below are based mainly on last year's timetable.

TODAY

Interims—Best and May, Holmes & Partners (London); R.F.D. Remers (Gouda).

Finals—Investors' Capital Trust, Winterbottom Trust.

FUTURE DATES

Interims—Avenue Close, B.A.T. Industries, Caven and Everett, Finch Lovell, Howard Shute, Jones, Strutt and Parker, Thompson & Everard.

Finals—Associated Sprayers, Brooks Tool, Grand Metropolitan, Great Northern Investment Trust.

Imperial Group, McMullan, Mercantile Investment Trust.

Watson and Philip.

● comment

Brown and Tawse is at the less depressed end of the steel stockholding spectrum—but a 25 per cent pre-tax profits increase is nevertheless a good result.

The contribution from steel and tube products is, in fact, little changed and most of the improvement has come from the plant hire and sales side. This may only account for at most one-fifth of group turnover but demand for hydraulic rock breakers, manufactured jointly with a French company, has been surprisingly high.

Local authority orders here have made up for the still sluggish construction industry and clearly this activity can expand further. As for stockholding, Viscount Davignon's success in reducing non-EEC imports has partly been offset by an increase in the influx from Common Market countries. A slight upturn has so far been felt in the second half but with consumers now encouraged by high interest rates to keep stocks low, the market can change quickly.

Profits of at least £4m, however,

should be possible for the year with an additional 0.073p to be paid for 1977-78, an ACT reduction—last year's final with 3.635p.

Brown & Tawse advances

WITH SALES higher at £4.59m against £2.65m, pre-tax profits of Brown and Tawse, steel and tube stockholder and engineer, advanced from £1.82m to £2.03m for the six months to September 30, 1978.

Mr. S. D. Rae, the chairman, anticipates that full year profits

will show an increase over the previous year, when a record £3.33m pre-tax was achieved.

He says there has been little change in level of demand for steel and tube products, and trading conditions remain competitive.

Elsewhere, good results were achieved in the group's engineering activities, and in the marketing of hydraulic plant and equipment.

Profits were struck after interest of £2.65m (£254,000), depreciation of £2.78m (£144,000) and £37,000 (£1,000) licensing and hire of plant.

Tax takes £1.09m (£843,000) and after preferred dividends attributable to profits amounted from £777,000 to £774,000.

The new interim dividend is lifted from 1.73p to 1.8p per share, costing £139,000 (£126,000), with an additional 0.073p to be paid for 1977-78, an ACT reduction—last year's final with 3.635p.

NEW LIFE BUSINESS

State scheme boosts CMG—huge rise in premiums

New life business more than doubled that of the previous year is reported for 1978 by Clerical, Medical and General Life Assurance Society—the best new business for self-employed contracts rose from £0.15m to £0.5m. New business in ordinary life contracts showed a healthy advance from £2.35m to £2.9m.

Pensions was also the successful sector for single premium business, with company and executive pensions having partly offset by an increase in the influx from Common Market countries. A slight upturn has so far been felt in the second half but with consumers now encouraged by high interest rates to keep stocks low, the market can change quickly.

Profits of at least £4m, however, should be possible for the year which puts the shares at 12p on a prospective fully taxed price of 6.5 and a yield of 6.4.

endowments rose by one-third. The company's planned reorganisation of its sales pattern following the change in commission structure at the end of 1976 has thus proceeded successfully.

The company also achieved success with its other individual long-term contracts. Sales of individual permanent health contracts, the company is a leader in this field, rose by one-third, business in executive pensions was 15 per cent higher, but sales of self-employed pensions contracts were unchanged from the levels of the previous year.

New annual premiums on group life, pensions and permanent health were buoyant in 1978 rising by 43 per cent from £5.4m to £7.7m. Sales of new annual premiums on ordinary life contracts rose by 15 per cent from £2.35m to £2.9m.

Pensions was also the successful sector for single premium business with company and executive pensions rising from £2.7m to £7.7m. Self-employed single premiums advanced from £1.1m to £1.8m and business on ordinary business doubled from £0.6m to £1.3m. Most of this growth came from immediate annuity business, the company having maintained a strong competitive position in this product throughout the year.

New annual premiums on group life, pensions and permanent health were buoyant in 1978 rising by 43 per cent from £5.4m to £7.7m. Sales of new annual premiums on ordinary life contracts rose by 15 per cent from £2.35m to £2.9m.

The number of new policies written rose by over 15 per cent to 2,320 indicating that growth occurred both in the number of contracts as well as in the size of policy.

The Time Assurance Society reports a 14.7 per cent rise in new annual premiums on both life and pensions business compared from £53.4m to £62.6m. New single premiums in 1978 relating to pensions business rose by 10.8 per cent, amounting to £2.1m compared with £1.8m in 1977.

A successful year for new life business is reported by Friends Provident Life Office with a 63 per cent rise in new annual premiums on ordinary life business from £4.6m in 1977 to £7.5m. The number of new policies written rose by 15 per cent to 2,320 indicating that growth occurred both in the number of contracts as well as in the size of policy.

The Time Assurance Society reports a 14.7 per cent rise in new annual premiums on both life and pensions business compared from £53.4m to £62.6m. New single premiums in 1978 relating to pensions business rose by 10.8 per cent, amounting to £2.1m compared with £1.8m in 1977.

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NEWS ANALYSIS

Why Sime Darby wants Guthrie

BY JAMES BARTHOLEMEW

Sime Darby's bid approach to Guthrie marks the latest round in the transfer of ownership of plantation companies from the UK to the East.

Sime Darby, which is making the approach from its Malaysian base, was itself a British company in the recent past. Control shifted to Malaysia when Pernas, a Malaysian government agency, built up a stake with other local interests and used the holding to throw out the then mainly British board of directors. There is still an important British stake in Sime Darby, but the largest holding is in Malaysia, along with management and two residents.

Most observers now regard Sime Darby as a semi-nationalised company which will act as an agent for the Malaysian government, although the company insists that its main interest is to follow commercial policies. It has a controversial history. In the notorious "Finder affair," a former chairman of the group pleaded guilty to misappropriation of company funds and was given a prison sentence. The board was changed several times in the next few years as the British contingent was reduced.

Then, last summer, Sime announced that it was going to sack its auditor, Turquand Youngs and Co. The auditors fought their dismissal, saying that no grounds had been given. There ensued a public slanging match which did the image of another party no good.

Last year too, came a brush with the Kuala Lumpur Stock Exchange. Sime negotiated loans amounting to \$107m from banks in Malaysia and Singapore, but was reluctant to say what it intended to do with this massive amount of money. Instead, it issued a statement giving only general indications.

Of course, it now looks as though the main purpose of the loan was to facilitate yesterday's approach to Guthrie. At the time the loans were negotiated, it was widely rumoured that Guthrie would be Sime Darby's target. Sime bought shares in Guthrie and other Guthrie shares were said to be being sold to interests in Malaysia, Hong Kong and Singapore. The chief executive of Sime Darby, Mr James Scott, said that a bid for Guthrie was not intended.

Apart from Sime and perhaps Guthrie, other important companies to have failed to keep Malaysian interests are Kajal Luminor Repong, London and Highlands and Lowlands. Still on the Malaysian shopping list

Kendal & Dent under investigation

The Department of Trade has been investigating Kendal and Dent, the "fringe" banking operation with Portuguese connections, for three years. This was stated yesterday by Lord Ponsonby, a director of Kendal and Dent. The Department was probably acting under powers contained in section 109 of the 1967 Companies Act.

The Department took action late last year to close the bank under provisions in the Protection of Depositors and Companies Acts. It did so on the grounds that it was in the public interest that the bank should be wound up. The case comes before the High Court on January 22 when the Government's application for a winding up petition will be heard.

Lord Ponsonby also confirmed that another accounting firm, Robson Rhodes, had provided services to Kendal and Dent, prior to the appointment of Stoy Hayward, the present auditors, last year. Mr. Barry Palmer, a Robson Rhodes partner, said yesterday that his firm had

acquired a further 24,748 "A" (non-voting) shares.

SHARE STAKES

William Pickles and Co. Mr. W. R. Pickles, a director, has informed the company that a trust in which he has an interest has acquired a further 24,748

"A" (non-voting) shares.

CLIVE INVESTMENTS LIMITED
1 Royal Exchange Ave., London EC2V 3LU. Tel. 01-283 1101.
Index Guide as at December 19, 1978 (Base 100 on 14.1.77)
Clive Fixed Interest Capital 129.92
Clive Fixed Interest Income 114.50

ALLEN HARVEY & ROSS INVESTMENT MANAGEMENT LTD.
45 Cornhill, London EC2V 3CB. Tel. 01-623 6314.
Index Guide as at January 4, 1979
Capital Fixed Interest Portfolio 100.22
Income Fixed Interest Portfolio 100.52

BASE LENDING RATES

	12.5%	12.5%	
A.B.N. Bank	12.5%	Hambros Bank	12.5%
Allied Irish Banks Ltd.	12.5%	Hill Samuel	12.5%
Amro Bank	12.5%	J. H. Coopers & Co.	12.5%
American Express Bk.	12.5%	Julian S. Hodges	12.5%
A.P. Møller Ltd.	12.5%	Hongkong & Shanghai	12.5%
Henry Ansbacher	12.5%	Industrial Bk. of Scot.	12.5%
Associates Cap. Corp.	12.5%	Keyser Ullmann	12.5%
Banco de Bilbao	12.5%	Knowsley & Co. Ltd.	12.5%
Bank of Credit & Crance	12.5%	Lloyds Bank	12.5%
Bank of Cyprus	12.5%	London Mercantile	12.5%
Bank of N.S.W.	12.5%	Edward Mansons & Co.	12.5%
Banque Belge Ind.	12.5%	Midland Bank	12.5%
Banque du Rhone et de la Tamise S.A.	12.5%	Samuel Montagu	12.5%
Barclays Bank	12.5%	Morgan Grenfell	12.5%
Barnett Christie Ltd.	12.5%	National Westminster	12.5%
Bremar Holdings Ltd.	12.5%	Norwich General Trust	12.5%
Brit. Bank of Mid. East	12.5%	P. S. Refson & Co.	12.5%
Brown Shipley	12.5%	Rossminster	12.5%
Canada Penn Trust	12.5%	Royal Bk. Canada Trust	12.5%
Cayzer Ltd.	12.5%	Schlesinger Limited	12.5%
Cetra Holdings	12.5%	E. S. Schwab	12.5%
Charterhouse Jephcott	12.5%	Security Trust Co. Ltd.	12.5%
C. E. Coates	12.5%	Shenley Trust	12.5%
Consolidated Credits	12.5%	Standard Chartered	12.5%
Co-operative Bank	12.5%	Trade Dev. Bank	12.5%
Corinthian Securities	12.5%	Trustee Savings Bank	12.5%
Credit Lyonnais	12.5%	Twentieth Century Bk.	12.5%
Whitehaven Laddlaw	12.5%	United Bank of Kuwait	12.5%
Duncan Lawrie	12.5%	Williams & Glyn's	12.5%
The Cyprus Popular Bk.	12.5%	Yorkshire Bank	12.5%
Earl Trust	12.5%	Members of the Accepting Houses Committee	12.5%
First Nat. Fin. Corp.	12.5%	7-day deposits - 10%, 1-month deposits 10%	12.5%
First Nat. Sets. Ltd.	12.5%	7-day deposits on sums of £1,000 and under 10% over £1,000 10% and over 12.5% 10%	12.5%
Antony Gibbs	12.5%	Guinness Mahon	12.5%
Greyhound Guaranty	12.5%	7-day deposits over £1,000 10%	12.5%
Grindlays Bank	12.5%	Demand deposits 10%	12.5%

MINING NEWS**Hollinger's C\$40m Bow Valley deal**

BY KENNETH MARSTON, MINING EDITOR

If all goes as planned, Canada's Hollinger Mines and its 61 per cent-owned Labrador Mining and Exploration will acquire for C\$40.7m (£16.8m) a major stake in the Calgary-based Bow Valley Industries.

This will provide the Hollinger companies with an entry into oil and gas exploration, development and production; coal production; uranium exploration; and natural resource service and manufacturing industries.

John Sogancz reports from Toronto that agreement in principle has been reached for the two mining companies to pay C\$40.7m for 1.85m Bow Valley treasury shares—there are 8.8m shares outstanding—at a price of C\$22 each. One-quarter of the purchase will be made by Hollinger and the rest by Labrador Mining.

Bow Valley intends to use the proceeds of the private placement to repay a portion of bank indebtedness incurred for the acquisition in 1973 of Flying Diamond Oil.

Hollinger and Labrador Mining are also negotiating a deal with the Seaman brothers whereby all the shares of Bow Valley

have some difficulty in buying.

One of the effects of Sime's take over of Guthrie, if it goes through, will be that H and C is left as the last really big British plantation company in Malaysia. That may not be a comfortable position to be in, especially as H and C is not very popular with the Malaysian authorities. They are all too conscious of the success H and C has had in resisting dilution of its control. And they consider that the group has sometimes been less than diplomatic.

Although Guthrie's estates are not much smaller than those of H and C, if should be much easier to take over. It attempted diversification into non-plantation industries has been unsuccessful. Most disastrous has been its entry into carpet manufacture. The move was in time to meet the slump in the carpet industry which is still not yet entirely over.

Guthrie has also had difficulties in its North American ventures. Its subsidiary Asia, in the U.S.—Guthrie's other important companies to have failed to keep Malaysian interests are Kajal Luminor Repong, London and Highlands and Lowlands. Still on the Malaysian shopping list

is Sime Darby as a semi-nationalised company which will act as an agent for the Malaysian government, although the company insists that its main interest is to follow commercial policies. It has a controversial history. In the notorious "Finder affair," a former chairman of the group pleaded guilty to misappropriation of company funds and was given a prison sentence.

Then, last summer, Sime announced that it was going to sack its auditor, Turquand Youngs and Co. The auditors fought their dismissal, saying that no grounds had been given. There ensued a public slanging match which did the image of another party no good.

Last year too, came a brush with the Kuala Lumpur Stock Exchange. Sime negotiated loans amounting to \$107m from banks in Malaysia and Singapore, but was reluctant to say what it intended to do with this massive amount of money. Instead, it issued a statement giving only general indications.

Of course, it now looks as though the main purpose of the loan was to facilitate yesterday's approach to Guthrie. At the time the loans were negotiated, it was widely rumoured that Guthrie would be Sime Darby's target. Sime bought shares in Guthrie and other Guthrie shares were said to be being sold to interests in Malaysia, Hong Kong and Singapore. The chief executive of Sime Darby, Mr James Scott, said that a bid for Guthrie was not intended.

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Companies and Markets

NORTH AMERICAN NEWS

Fairchild Industries buys stake in Bunker Ramo

BY STEWART FLEMING IN NEW YORK

IN A major diversification, Fairchild Industries, a leading aerospace contractor, has agreed to buy 20.6 per cent of communications group Bunker Ramo. Fairchild, which is paying \$27.4m for the stake, has indicated that it will now seek some form of business combination with Bunker Ramo which could involve a merger of the two.

Fairchild Industries has made no secret of its desire to diversify away from aerospace. The company is heavily dependent for both its sales and earnings on the A-10 fighter which it builds for the U.S. Air Force. Around two-thirds of sales revenues—expected to be over \$500m in 1978—and earnings

come from the A-10 programme which could be completed by 1982. Analysts expect Fairchild to report earnings of around \$23m, or \$4.75 a share, for the financial year ended December 1978.

Fairchild itself points out that it is working on alternative versions of the A-10, and that several of its other businesses including its Swearengen executive and commercial jet company, are growing rapidly. It has, however, been seeking a better balance between its military, aerospace and communications interests and its acquisition of Bunker Ramo would be a big step in this direction.

Bunker Ramo, whose sales revenues in 1977 totalled \$341m with net income at \$10.3m, or

\$1.64 a share, is engaged in the development, manufacture and sale and leasing of electronic information systems and components such as automated bank terminals. It also has a carpet manufacturing system.

At one point, around 90 per cent of its share capital was owned by Martin Marietta. This company has steadily reduced its stake to the 20.6 per cent which it is now selling to Fairchild at \$23.50 a share in order to concentrate on its existing operations.

Bunker Ramo's earnings record has been volatile, however, and in 1975 it suffered a \$13.8m loss. The information systems market in which it operates is however a rapidly growing, although very competitive, field.

UT appoints Carrier directors

BY JOHN WYLES IN NEW YORK

SEVEN DIRECTORS of United Technologies Corporation are expected to attend a board meeting of Carrier Corporation in Syracuse tomorrow in spite of the fact that their nomination has twice been rejected by Carrier's management.

But this opposition was apparently swept aside over the weekend by UT's exploiting its now majority ownership of Carrier to invoke Delaware law, under which Carrier is incorporated, to appoint its directors by making changes in the company's by-laws. Carrier, which abandoned its struggle against UT's \$1bn takeover bid just before Christmas, appears to have been surprised by this legal move which was accompanied by publication of UT's tender proposals for the

approximately 49 per cent of Carrier stock which it does not yet own.

But the anti-trust division of the Justice Department is doggedly maintaining its challenge to the merger despite of having so far failed to secure any court decisions to block it. The department said yesterday that papers had been filed seeking a "hold separate" order which would keep UT's directors off the Carrier Board and bar completion of the second stage of the merger. A hearing on the department's application has been set for January 23—a delay which is clearly frustrating the anti-trust division.

UT said yesterday that if the Justice Department won a "hold separate" order, then it would be prevented from voting its

new convertible preferred stock with a par value of \$50 a share and an annual dividend of \$4.25 a share. The conversion premium would be at 50 per cent over UT's market price

Resorts licence hearings start

BY DAVID LASCELLES IN NEW YORK

HEARINGS OPENED in Atlantic City, New Jersey, yesterday on Resorts International's application for a permanent licence to run its casino there. Resorts has been operating its casino, New Jersey's first, on a temporary licence since its opening last May.

The outcome of the hearing is crucial to the future of New Jersey's fledgling gambling industry, since it will indicate to all the other gaming concerns queuing to open up in Atlantic City just how severely the Casino Control Commission proposes to enforce the law.

Prominent will be the state's

division of gaming enforcement which has already raised public objections to Resorts' application, backed by a 115-page dossier alleging, among other things, that the company has had connections with organised crime, that it uses questionable sources of finance, and that it has already violated the state's gambling laws.

Resorts has vigorously denied these accusations, and has promised to refute them at the hearings.

The company was, however, fined \$14,500 last week for offending gambling rules in Atlantic City.

MGM gaming growth

CULVER CITY — The president of Metro-Goldwyn-Mayer, Mr. Frank Rosenthal, said the company is entering a "potentially explosive" earnings growth period in the next five years from its hotel-casino operations.

He also said MGM has "no intention whatsoever" getting out of the film business.

He was speaking at MGM's weekend annual meeting, where shareholders approved the previously announced two-for-one stock split.

The meeting marked the departure of Mr. Kirk Kerkorian, a major shareholder, as a director and vice chairman of the Board because of his 20 per cent stake in Columbia Picture Industries.

EUROBONDS**Peugeot-Citroen issue**

BY JOHN EVANS

THE FRENCH vehicle group, Peugeot-Citroen, is floating a French franc Eurobond issue of FFr 150m on the international markets.

Indicated coupon is 9.1 per cent, with an eight-year maturity. Average life is 6.66 years.

Managers are Lazard Frères and Société Générale, and final terms will be known on January 18. The last issue in the French sector of the Eurobond was from Elf-Aquitaine, whose 10-year 9.1 per cent offering was priced at 99.1 to yield 9.83 per cent.

In Deutschemarks, the DM 100m corporate placement for New Zealand will be for seven years with a six per cent coupon. Issue price is indicated at 99.1 per cent, and manager is Commerzbank.

Meanwhile, Deutsche Bank is expected to announce shortly a DM 100m offering for Nippon Telephone and Telegraph, carrying a government guarantee.

In secondary bond markets, dollar straight-debt issues were mixed in thin trading, extending the steadier undertone established Friday after the sharp price correction of the last week or two.

A certain amount of light demand was noted for good-quality issues where the latest decline in prices has established

one reason cited by analysts is the possibility that the division of gaming enforcement is being overzealous for reasons which have more to do with political power play in the New Jersey government than its concern for a well-ordered gambling industry.

The hearing could thus be a test of the division's influence.

• Harrah's, a Nevada gambling concern, does not intend to renew or extend its option on a 10-acre site in Atlantic City beyond the January 19 expiration date.

He did not stand for re-election because MGM by-laws prohibit a substantial stockholder of another film company from serving on its own Board.

Mr. Rosenthal said there are no present plans to fill Mr. Kerkorian's seat on the Board.

Mr. Rosenthal said that both films and gaming operations are jointly responsible for MGM's rising profits. Furthermore, the film industry is experiencing a "quantum leap forward in profit potential."

Reuter

American Standard looks overseas

NEW YORK — American Standard said some of its domestic building product markets will probably decline this year, but it expects increases in foreign markets, reports Reuter from New York. The projections were based on the assumption that there will be a definite slowdown in new residential construction in the U.S.

"At present we are looking for something in the order of 1.6m starts," However, we expect the rate of starts to hold steady in Europe and the total to be about 1.5m for the year," said Mr. William Boyd, senior vice president.

Modernisation expenditures are expected to grow faster than new construction in 1979 both in the U.S. and overseas, with an increase to about \$40bn in spending for U.S. residential modernisation. U.S. non-residential construction should be almost the same in 1979 as in 1978, which was 1.3bn sq ft of contracts.

Leading the field last year was the insurance sector, which rose by over 12 per cent, spurred by the continued growth of premium income. Also showing sizeable increases were motor, engineering, and construction stocks, while steels and chemicals were among the laggards.

Consumer-oriented shares, electricals and utilities, however, ended the year lower.

The market's high point in 1978 was reached on November 19 when the Commerzbank index—the oldest in the Federal Republic (1952=100)—rose to 864. This compared with 787.6 at the end of 1977 and 727.4 at the end of 1976. However, things tailed off in December and the index ended the year at 817.2, although the market is hopeful of a renewed improvement in 1979.

There is nothing particularly unusual in the end-year decline. Not only do the Germans take Christmas and

WEST GERMAN STOCK MARKET**Sharp upsurge in foreign investment**

BY GUY HAWTHORN IN FRANKFURT

GERMAN EQUITIES performed well in 1978, with prices surging towards an eight-year high, in mid-November and stock exchange turnover also up substantially. One notable feature was a sharp increase in the volume of investment from abroad, with a net DM2.3bn worth of German shares purchased by foreigners in the first nine months. This was nearly double the figure for the same period of the previous year, and a clear reflection of the attractions of the strong D-mark.

Commerzbank, West Germany's third largest commercial bank, estimates that stock exchange turnover during 1978 will have totalled some DM 30bn (\$18.45bn)—10 per cent higher than the DM 27.6bn

of the New Year very seriously, but the banks and financial institutions which are the country's main traders are at the end of their financial years.

However, the latter part of 1978 has been somewhat marred by disturbing developments at home and overseas which, according to some analysts here, have unsettled the market. The decline of the dollar, unrest in Iran which

against nuclear power stations and disappointment that its long-established dividend rate was to be maintained rather than increased. Its rights issue also failed to meet the expectations of some investors.

Volkswagen, on the other hand, was affected by the news that its plan to take a stake in the Nixdorf computer company had fallen through.

In the event, West Germany's

largest commercial bank, Deutsche Bank, took a 25 per

cent stake in Nixdorf, for

which the company is

to receive some DM 200m. Some

analysts are pleased at the

prospect that these shares

could be placed on the market

by June 30, 1981—though

actually adding a new share to an official list which is more

noted for deletions.

Nixdorf, however, remains

firmly in family hands and the

Deutsche Bank deal gives the

family the option of acquiring

the bank's shares on its own

behalf. Knowing the Nixdorf

family, it seems unlikely that

the shares will end up in in-

vestors' hands unless there is

a substantial change of policy.

But in spite of the end of the

year scepticism, the feeling is

that the difficulties of the

dollar and the Shah, apart

from the new year's good pros-

pects for an upturn in German

national economic institutions.

The annual report of the so-

called "five wise men"—a panel

of leading economists—forecasts

a real increase of between

3.5 per cent and 4 per cent in

the gross national product com-

pared with 1978's 3 per cent. At

the same time, it predicted a

gradual switch from capital in-

vestment to rationalisation to

expansion projects. Wage

settlements this year were

affected by unrest in Iran, and

the Austrian referendum vote

quiet for some time.

Encouraging company news

from other sectors—notably

cars and engineering—in the

past couple of months have still

failed to shake investors from

their lethargy.

At the same time such solid

shares as Siemens and Volks-

wagen have suffered from events

outside their control and which

are unlikely to have much effect

on their future performance. In

Siemens' case, the share price

was affected by unrest in Iran,

and the Austrian referendum vote

quiet for some time.

Three-quarters of Volvo's

commitments to invest in Nor-

way under the five-year in-

ustrial plan, which forms part of

the future of the company. The

state and the trading and con-

struction concern OGEM have

until January 23 to reach

agreement.

A court decision on a further

extension of a payments

moratorium for Nederhorst will

be made then.

The state and OGEM stepped

in to rescue Nederhorst from

collapse in 1975, signing a letter

of intent which left settle-

ment of the financial details until

later. They subsequently worked

estm Sandoz chief says income upset by rising Swiss exchange rate

BY JOHN WICKS IN ZURICH

THE EFFECT on earnings of a high Swiss franc exchange rate is expected to have led to fall in group profits for the life-based chemical concern Sandoz. According to a new year letter from a parent-company airmen Dr. Yves Duman to shareholders and staff, most affiliates showed a drop in profits for the first three-quarters of 1978. In calendar 1977, group profits had risen 14 per cent from Fr. 1.44m. to SwFr 2.12m (US\$1.205m). The Swiss parent undertaking, Sandoz AG, is seen as showing results not similar to that of 1977. 1978 recorded for 1977 additional rationalisation and economy measures have been made to offset price cuts which had to be made for a number of products.

In terms of local currencies,

turnover rose in every division of the Sandoz group last year. The move in exchange rates, which became more marked in the second half of the year, led to a decline in Swiss franc sales, however, in every sector except that of agro-chemicals.

Pharmaceuticals, the group's most important division, experienced a 12 per cent increase in local currency turnover in the first 11 months of 1978 while sales dropped by 8 per cent in terms of the stronger Swiss franc. This development was aggravated by the freezing of pharmaceutical prices on certain national markets.

The discrepancy was even greater for dyestuffs, where January-November group turnover was up by 4 per cent in local currencies, but lower by as much as 15 per cent in Swiss francs. This sector, additionally

suffered from the loss of Swiss competitive ability and a stagnating textiles market.

While the agro-chemical sales of the group went up in Swiss francs by 4 per cent during the period, the corresponding rise in local currencies was up to 33 per cent, business having profited from climatic conditions. The sales division sales rose 10 per cent in local currency (primarily dollars), but dropped 15 per cent in Swiss francs. The foods division showed a 3 per cent fall in Swiss franc sales but "satisfactory results in view of conditions prevailing".

The letter states that like all other Swiss undertakings, Sandoz is faced with difficult problems on all fronts. However, the company expresses its determination to overcome these and stresses the concern's healthy financial basis.

Bruxelles Lambert to pay same dividend

ROUPE Bruxelles Lambert, the holding company for the Brussels Lambert banking and financial group, will propose a dividend of BFr 96 a share or the nine months to September 30, 1978 which is the same as that paid for the year 1977. The group, which is bringing its financial year-end into line with the Banque Bruxelles Lambert, reports consolidated net income for the nine months of BFr 2.29m (US\$1.79m) while attributable net income emerged at BFr 1.06m. Depreciation and other allowances charged for the period totalled BFr 1.74m.

In a statement the group explained that larger constituent group companies had elected to change their year ends to September 30. At end September, net asset value per share was BFr 4.572 compared with BFr 3.697 a year earlier.

The volume of transactions on the Paris Bourse in 1978 rose 77 per cent to BFr 85.19bn, the French stockbrokers' association reports. Transactions totalled FF 31.96bn in the forward market and BFr 53.23bn in the cash market, compared with BFr 14.4bn and BFr 35.73bn respectively in 1977. Reuter

Swiss insurers lift premiums

PREMIUM INCOME of Switzerland's 98 private-enterprise insurance and reinsurance companies amounted to a combined SwFr 18.5bn in 1977. This marks a rise of 4 per cent over the SwFr 17.7bn recorded for 1976. Claim payments added up to some 52.1 per cent of the premium sum.

Foreign business continued to play an important role in the overall activities of Swiss insurers. The Federal Insurance Office puts the share of premiums originating outside Switzerland as having risen from SwFr 9.8bn to SwFr 10.1bn over the year.

Chase Manhattan Asia venture seeks to widen deposit base

BY ANTHONY ROWLEY IN HONG KONG

CHASE MANHATTAN Asia, a merchant banking subsidiary of the U.S. banking group, launched an "innovative deposit instrument" yesterday in the form of an automatically renewable non-negotiable certificate of deposit.

The merchant bank, which is also registered as a Deposit Taking Company—a quasi-bank—here said the new instrument is a "high-yielding time deposit product that will automatically renew upon maturity for a similar deposit period as the initial one."

The move is regarded as an attempt by Chase Manhattan to widen its Hong Kong-dollar deposit base so that it will not have to rely so heavily in future upon expensive interbank funds, as most foreign banks here do. There could well be more foreign banks issuing similar instruments in future.

After the three indicated

that the original terms were unacceptable, both camps

bought shares in the three companies on the Hong Kong stock markets, but no significant holdings were built up on either side. Highlands and Lowlands indicated during the weekend it was prepared to revise its offers, but the revised proposals were again rejected.

Then yesterday Raring Brothers Asia and Amex Bancorp issued a statement on behalf of Highlands and Lowlands, expressing "regret

that they have been unable to agree on a basis for discussion with the rubber companies, and that the offer on the part of Highlands and Lowlands to negotiate on any aspect of the proposals was not taken up. Under the circumstances, the discussions with the rubber companies must be considered to be terminated."

Schroders and Chartered, advisers to the three companies, said Highlands and

Lowlands had not specified what proportion of the revised offers would be in cash and what part represented by the realisation gains.

These units could be realised as cash in 10 years' time and, meanwhile, would yield no income and would not be listed securities. Their

realisation value would be based on valuations of the development value of certain plantation lands belonging to the three offeree companies at the time of the bid, and would not reflect the actual realised development value

Plantation take-over talks called off

HIGHLANDS and Lowlands Berhad, Malaysia's fourth largest plantations group, has called off its take-over talks with three Hong Kong-based rubber estate companies, the Rubber Trust Company, Amalgamated Rubber Estates, and the Shanghai Kelantan Rubber Estate (1925) Company.

Highlands and Lowlands began discussions several months ago with the three companies, whose plantation assets are in Malaysia but are listed in Hong Kong and are controlled by the Kadoorie family.

With emphasis on improving existing stores, Woolworths has capital commitments of R2.1m, and a virtually debt-free balance sheet. Improvements and expansion will be financed from internal sources and the group's liquidity has permitted an improved interim dividend of 8 cents (1977: 7 cents). Assuming that the final is increased by a like amount to 13 cents, the shares at 37 cents stand on a 4.4 per cent prospective yield in Johannesburg.

Woolworths profits up in South Africa

BY JIM JONES IN JOHANNESBURG

THE SOUTH AFRICAN stores chain, Woolworths, in which Marks and Spencer has a 4.8 per cent stake, raised pre-tax profits by 7.2 per cent in the half-year to November 23, to R10m (\$1.5m). This fulfils the generally held expectation that Woolworths will report steady increasing profits, regardless of trading conditions.

The directors' concern over the way in which trends are developing is, however, expressed in their interim report.

Compared with the corresponding period of 1977, turnover notched up a 15.6 per cent increase to R6.1m (\$83.5m), but of this, 3.8 per cent was due to the 4 per cent general sales tax introduced in July, 1978, meaning that turnover on which profits were earned only rose by 12.2 per cent.

Investments aid Batu Kawan in drought year

BY WONG SULONG IN KUALA LUMPUR

BATU KAWAN, one of the plantation groups controlled by Senator Lee Loy Seng, has reported a pre-tax profit of 14.6m ringits (US\$6.6m) for the year to last August.

This is only 2.6 per cent less than the previous year, with the effects of the drought on Malaysia's plantations largely offset by the substantial contribution from its investment income.

ICI New Zealand helped by export successes

BY DAI HAYWARD IN WELLINGTON

ALTHOUGH TOTAL sales of ICI New Zealand dropped by NZ\$1.2m in the year ended September 1978 to NZ\$ 11.72m (US\$12.5m), profit increased by 1.8 per cent to NZ\$ 5.15m (US\$ 5.5m). However, the profit figure was boosted by NZ\$ 726,000 from the Government's trading stock tax concessions which applied for the early

part of the year. Despite depressed trading conditions within New Zealand which particularly hit the company's sales of building materials, wallpapers, cosmetics, fashion-wear accessories, sporting ammunition and other consumer products, the company maintained its profit situation by successes in the export market.

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. For further details of these or other bonds see the complete list of Eurobond prices published on the second Monday of each month.

	Change on	Issued	Bid	Offer	day	week	Yield
U.S. DOLLAR STRAIGHTS							
American Express 83	-25	94	94	94	0	+0%	10.72
Australia 84.5 83	175	95	95	95	0	-0%	9.45
Australia 94.5 93	75	97	98	98	0	-0%	9.62
Bechtel Foods 73	83	100	93	93	+0%	-9.73	
CECA 83	50	95	94	94	+0%	-9.84	
CECA 93.2 88	25	97	98	98	+0%	-9.97	
Coca Cola 84.5 89	50	95	97	97	+0%	-9.97	
Canada 83	250	92	93	93	+0%	-9.75	
Canada 83.2 85	250	92	93	93	+0%	-9.75	
Canada 83.5 85	350	97	98	98	+0%	-9.70	
Canada 83.8 85	250	97	98	98	+0%	-9.70	
Dominion Bridge 8 86	70	94	94	94	+0%	-10.22	
EIB 93.9 98	125	95	96	96	+0%	-9.74	
Essoportions 86	50	95	95	95	+0%	-9.87	
Ford Motor Co. 83	100	94	95	95	+0%	-9.82	
Finland 83	100	94	95	95	+0%	-10.05	
Hospital O/S 9 23	25	95	96	96	+0%	-9.94	
Hospital O/S 9 23	25	97	98	98	+0%	-9.98	
Indonesia 83	250	92	93	93	+0%	-9.88	
Indonesia 83.2 85	400	97	98	98	+0%	-9.88	
Indonesia 83.5 85	350	97	98	98	+0%	-9.88	
Indonesia 83.8 85	250	97	98	98	+0%	-9.88	
Indonesia 84 85	250	97	98	98	+0%	-9.88	
Indonesia 84.5 85	250	97	98	98	+0%	-9.88	
Indonesia 85 86	250	97	98	98	+0%	-9.88	
Indonesia 85.5 86	250	97	98	98	+0%	-9.88	
Indonesia 86 87	250	97	98	98	+0%	-9.88	
Indonesia 86.5 87	250	97	98	98	+0%	-9.88	
Indonesia 87 88	250	97	98	98	+0%	-9.88	
Indonesia 87.5 88	250	97	98	98	+0%	-9.88	
Indonesia 88 89	250	97	98	98	+0%	-9.88	
Indonesia 88.5 89	250	97	98	98	+0%	-9.88	
Indonesia 89 90	250	97	98	98	+0%	-9.88	
Indonesia 89.5 90	250	97	98	98	+0%	-9.88	
Indonesia 90 91	250	97	98	98	+0%	-9.88	
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Indonesia 91 92	250	97	98	98	+0%	-9.88	
Indonesia 91.5 92	250	97	98	98	+0%	-9.88	
Indonesia 92 93	250	97	98	98	+0%	-9.88	
Indonesia 92.5 93	250	97	98	98	+0%	-9.88	
Indonesia 93 94	250	97	98	98	+0%	-9.88	
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Indonesia 95.5 96	250	97	98	98	+0%	-9.88	
Indonesia 96 97	250	97	98	98	+0%	-9.88	
Indonesia 96.5 97	250	97	98	98	+0%	-9.88	
Indonesia 97 98	250	97	98	98	+0%	-9.88	
Indonesia 97.5 98	250	97	98	98	+0%	-9.88	
Indonesia 98 99	250	97	98	98	+0%	-9.88	
Indonesia 98.5 99	250	97	98	98	+0%	-9.88	
Indonesia 99 00	250	97					

Trinidad must learn to live with a falling oil income

BY DAVID RENWICK in Trinidad

TRINIDAD AND TOBAGO'S halcyon days of surplus oil revenue—at least, in the proportions experienced since 1974—may be numbered. For, barring unforeseen developments in the international market or a large new oil strike locally, income from the country's dominant export resource will begin to decrease from 1980 as output goes into a decline.

A team of senior Central Bank and Finance Ministry experts was

headed by the bank's deputy governor, Dr. Eric Bobb, has been looking at this question on behalf of the Government and come to the conclusion that tax income from the petroleum sector can be expected to begin dropping by 7.7 per cent a year in the 1980s.

This would be a reversal of the situation that obtained between 1974 and the present, when oil taxation flowing into the Government's coffers was

increasing at the rate of 25 per cent per annum.

The drop in output is likely to be led by Amoco Trinidad Oil Company, many of whose marine wells off Trinidad's East Coast appear to have reached the peak of their productive capacity. Since Amoco, a wholly-owned subsidiary of Standard Oil of Indiana, is the dominant local producer (59 per cent of the total), its influence on output trends is obviously considerable.

Indeed, Dr. Williams, the Prime Minister and Minister of Finance, gave a clear hint in his TT\$3.5bn 1978 budget (presented to Parliament on Dec. 1) that prices for petrol (TT\$1 a gallon for ordinary and TT\$1.78 cents a gallon premium), charges for services performed by the port and telephone companies, were all likely to rise during the course of 1979.

It may seem odd that subscribers should be called upon to pay more for the dubious pleasure of using the state-owned telephone company, since even the most charitable regard the system as inefficient. But Dr. Williams has justified the idea of possible higher telephone rates by quoting a World Bank report on the company which argued that the service would only improve in the short-term if local calls within the same exchange area, now unlimited and free to subscribers, began to attract a metered charge.

The message for the Government seems clear: that it should moderate recurrent expenditure in order to maintain budgetary surpluses to enable it to continue financing the extensive array of planned projects in the capital field. Such surpluses (this year's was TT \$1.12bn) have helped build up some 46 special funds for long-term development, which have been applied to various aspects of economic and social infrastructure. Over TT \$2bn has been committed to specific projects during the past five years, but there is still almost another TT \$800m in the kitty.

International Monetary Fund (IMF) officials, while praising Trinidad and Tobago for the relatively prudent way it has handled the influx of sudden wealth, have recently been advised that the surplus could disappear as quickly as it came unless the Government maintained close scrutiny of its expenditure and gave priority to productive programmes over social and welfare ones.

The Williams Government has undeniably mounted an impressive social assistance and income redistribution drive since 1974. The highlights of this have included a food stamp programme for pensioners, increased pension and social welfare payments, subsidies on a range of basic food items, on petrol and on mortgage rates for low and middle-income borrowers, free bus transport for schoolchildren, and a countrywide school meals project.

Dr. Williams has dubbed 1978 the "year of implementation," but there is widespread scepticism, reflected by opposition members in the budget debate, about whether next year will be any different from the others of the subsidy this year for the site of a mere four acres.

At the same time, the Government has subsidised a number of important services, such as electricity, telephones, the port, water and the buses, the cost

anywhere from the others that have gone before it.



"They gave me back my home,
my friends, my whole way of life"

When one has known a certain way of life, and rising costs look like taking it all away, who is there for people like us to turn to?

There is the Distressed Gentlefolk's Aid Association.

The DGAA is run by people who understand. They know that we want to stay in our own homes, surrounded by our possessions, and close to the friends of a lifetime. So, they help us with allowances and with clothing parcels. Only when we can no longer cope do the DGAA see if they can offer us a place in one of their 13 Residential and Nursing Homes.

The more you can help the DGAA, the more the DGAA can do to help others. Donations are needed urgently. And please, do remember the DGAA when making out your Will.

DISTRESSED GENTLEFOLK'S AID ASSOCIATION

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Companies and Markets CURRENCIES, MONEY and GOLD

Pound recovers; dollar weak

Trading in yesterday's foreign exchange market was at a very low level, with sterling showing slight recovery later in the day after news of a possible end to the tanker drivers' dispute after opening at \$2.0225 against the dollar, the pound dipped to \$2.0175 during the morning before recovering to \$2.0208 by lunch time. In the afternoon

FRANKFURT — The dollar was fixed at DM 1.3370 yesterday, down from Friday's fixing of DM 1.3344, and there was no intervention at that time by the Bundesbank. Trading took place within a very narrow range with little in the way of fresh factors to affect the market. News of a solution to the German steel strike had only a minimal effect on trading.

PARIS — The dollar closed below its best level in relatively nervous trading. During the short covering pushed the U.S. unit up, although confidence remained at a low level. Against the franc it closed at Fr 4.3167, well off from Friday's level of Fr 4.3460. While showing little change against the stronger European currencies, the franc was weaker against sterling and finished at Fr 8.5415 against Fr 8.5150 in the morning and Fr 8.5450 on Friday.

AMSTERDAM — At the fixing, the dollar fell to Fl 1.9845 from Friday's level of Fl 1.9900. BRUSSELS — In early trading the dollar showed a slightly firmer tendency against most currencies after reported small amounts of support by the Swiss and German central banks. The U.S. unit was quoted at SwFr 1.6337 up from SwFr 1.6360 earlier and DM 1.3373 against DM 1.3355.

TOKYO — The dollar lost ground against the yen, closing at Y185.30 compared with Y196.30 on Friday. After opening at Y196.30, the U.S. unit started to decline on pressure from foreign banks and touched Y195.50 at around midday. Confidence may also have been eroded by the recent fighting in Cambodia. The low point for the day was Y195.15. Trading in the spot market totalled \$97m, with forward trading at \$140m and swap dealings accounting for \$46m.

EXCHANGE CROSS RATES

	Jan. 8	2	4	5	E	Note Rates
Pound Sterling	U.S. Dollar	Deutsche Mark	Japanese Yen	French Franc	Swiss Franc	Dutch Guild'r
U.S. Dollar	1.0494	1.0066	5.7623	596.5	8,540'	5.325
Deutsche Mark	1.0268	1.0543	1.8433	1.062	1.0642	1.0642
Japanese Yen	2.0022	2.0106	2.0106	97.50	100.00	100.00
French Franc	1.1717	1.1702	1.1702	4,371	4,371	4,371
Swiss Franc	1.3021	1.3020	1.3020	1.125	1.125	1.125
Dutch Guilder	0.2449	0.2449	0.2449	0.998	0.998	0.998
Italian Lira 1,000	2.0595	2.0595	2.0595	1.212	1.212	1.212
Canadian Dollar	1.0112	1.0112	1.0112	1.582	1.582	1.582
Belgian Franc 100	1.703	1.648	1.648	6.355	6.355	6.355

	Jan. 8	2	4	5	E	Note Rates
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The following nominal rates were quoted for London dollar certificates of deposit: one month 10.60-10.70 per cent; three months 11.00-11.10 per cent; six months 11.20-11.30 per cent; one year 11.50-11.60 per cent.

The following nominal rates were quoted for London dollar certificates of deposit: one month 10.60-10.70 per cent; three years 10.5-10.6 per cent; four years 10.4-10.5 per cent; five years 10.3-10.4 per cent; nominal closing rates. Short-term rates are cal for sterling, U.S. dollars and Canadian dollars; two-day call for guilders and Swiss francs. Asian rates are closing rates in Singapore.

INTERNATIONAL MONEY MARKET

Fed drains reserves

Short-term interest rates showed little change in general yesterday, but were slightly easier in some parts of Europe, while U.S. Federal funds also declined. In New York the Federal Reserve entered the market to drain reserves by way of three-day reverse repurchase agreements with Fed funds at 9.5 per cent compared with 10 per cent in early trading on Friday.

AMSTERDAM — Call money fell to 104-105 per cent from 104-11 per cent, but one-month rose to 104-105 per cent from 104-10 per cent. Three-month and six-month funds were unchanged at 104-105 per cent and 84-85 per cent respectively.

MILAN — Interest rates were unchanged at 102-103 per cent for call money, 104-104 per cent for one-month; 104-104 per cent

for two-month; and 104-11 per cent for three-month.

BRUSSELS — Short-term Treasury certificate rates were cut with one-month and two-month interest rates reduced to 94 per cent from 94 per cent, to bring rates into line with current market conditions.

Three-month certificates were unchanged at 94 per cent. Deposit rates for the Belgian franc (commercial)

were unchanged with one-month

at 94-95 per cent; three-month

at 94-95 per cent; six-month at 94-95 per cent; and 12-month at 94-95 per cent.

SINGAPORE — Several banks raised their prime rates.

Bangkok Bank, Bank of Cambon, European Asian Bank, and Ramaier National Bank all lifted

their rates to 8 per cent, while Marine Midland raised its prime

rate by 1 per cent to 82 per cent.

Day-to-day credit was in slightly short supply yesterday, and the authorities gave assistance by buying a moderate amount of Treasury bills from the discount houses.

Settlement of gilt-edged sales

on a modest scale, and a fairly large call of 50 per cent on

Treasury 12½ per cent 2008/05

were the factors against the market, but these were partly offset by a moderate excess of

Development Bank of Singapore lifted its rate by 1 per cent to 73 per cent, and Chartered Bank's prime rate went up by a similar amount to 73 per cent.

FRANKFURT — Short-term interbank interest rates were steady, but slightly longer periods were easier. Call money was unchanged at 2.9-3.0 per cent and one-month at 3.45-3.5 per cent. Three-month funds fell to 3.8-3.9 per cent from 3.65-3.8 per cent; six-month to 3.7-3.8 per cent from 3.75-3.85 per cent; and 12-month to 3.95-4.05 per cent from 4.15-4.25 per cent.

PARIS — Day-to-day money was slightly firmer, 61 per cent previously. One-month, three-month and six-month funds were all unchanged at 61 per cent, while 12-month eased to 71-72 per cent from 71-73 per cent.

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GOLD

Slight fall

Gold lost ground in quiet trading in the London bullion market yesterday to close at \$223-224, a fall of \$1 an ounce. After opening at \$224-226, a little selling amid generally nervous conditions pushed the metal down to \$224.10 at the morning fixing, before easing further at the afternoon fixing to \$223.10. The low point for the day was \$222-223, although when this level was touched, it

prompted a slight rally.

Conditions remained quiet

during the afternoon after the opening of New York markets.

In Paris the 12½-kilo bar was

fixed at FF 30,375 per kilo

(\$224.14 per ounce) compared

with FF 30,400 (\$224.73) in the

morning and FF 30,450 (\$224.43)

on Friday afternoon.

In Frankfurt the 12½-kilo bar

was fixed at DM 13,215 per kilo

(\$223.69 per ounce) against

DM 13,460 (\$227.04).

Government disbursements over

revenue payments to the

Exchequer, a moderate fall in

the note circulation, and small

net maturities of Treasury bills.

Discount houses paid up to 112 per cent for secured call loans,

and closing rates were in the

region of 10-10½ per cent.

In the interbank market over-

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